

OAF Report

Submitted April 16, 2005

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I. Executive Summary

The Organizational Activities Fee (OAF) Review Committee was charged by Student Senate in the fall of 2004 to “review the usage of fee money over the past three years and verify that the usage meets OAF guidelines” and “develop solutions to these shortcomings in the usage and effectiveness of the fee.” After almost four months of research, surveys, and discussion, this committee has approved several changes to the distribution of the activities fee and to the organizational constitutions by a majority vote. We also submit a set of by-laws to help guide future review committees.

This committee has approved a \$.50 per semester increase for the Funds Allotment Council (FAC) and a \$1.22 per semester increase for the Student Activities Board (SAB). The majority of the committee deemed such an increase necessary to help the organizations continue to bring quality entertainment and events to Truman and to counteract inflation. If approved, FAC will receive \$7.75 per student per semester and SAB will receive \$18.97. SAB’s constitution has also been altered to require that more information be available to members of the Student Association.

Perhaps the greatest challenge that our committee has faced is regarding Student Senate. Student approval of Senate was so low in our survey and the rollover fund was so high that we were forced to take action. After initially approving a \$.25 per semester cut in Senate’s funding (to \$1.75 per semester) in a contentious vote, we later recanted our cut with the condition that Senate meet several performance goals in the next three years. One of the key requirements is to bring the rollover fund down to approximately 15% of the operating budget within three years.

Although we took no action to change the Collegiate Readership Program fee of \$9 per semester, this committee is concerned about the large surplus developing in the fund and an apparent lack of oversight by Student Senate. As a committee, we did not feel that the fee should be cut until at least one full year of usage data have been obtained. Therefore, we recommend that Senate examine the program during the 2005-06 academic year.

One major hurdle that we faced was the lack of guidelines for the committee. After four months of work and a great deal of trial and error, we have drafted a

set of by-laws to aid future committees. We also propose a name change to the Activities Fee Review Council to better reflect our charge.

Respectfully submitted,

Robert Kelchen
Chair, OAF Review Committee

II. Committee's Charge

I move that Student Senate, in accordance with the OAF General Guidelines, form an Organizational Activities Fee (OAF) Review Committee, which shall be comprised of 2 Student Government members, 2 FAC members, 2 SAB members, and 3 members of the Student Association, one of which shall chair the committee. This committee shall be charged with doing the following:

- I. Review the usage of fee money over the past three years and verify that the usage meets OAF guidelines.
 - A. Determine student satisfaction with the usage of fee money.
 - B. Identify the shortcomings in the usage and effectiveness of the fee.

- II. Develop solutions to these shortcomings in the usage and effectiveness of the fee.
 - A. Coordinate with the individual members of each organization to review the constitution and by-laws in reference to the effects of such rules on the fee and its usage.
 - B. Identify current and future changes necessary to guarantee effective administration of the fee.
 - C. Determine whether the fee should be increased and how such an increase would be implemented.
 - D. Examine past and current student complaints regarding each organization and propose solutions.

- III. Categorize suggested changes and provide a final report to the Student Government by no later than March 6, 2005.

III. Methodology

The following procedures have been adopted when gathering information about the Activity Fee:

- The OAF committee met weekly;
- Sub-committees were formed to review the individual organizations (SAB, FAC, and Senate);
- A survey was placed online, and 935 students filled it out;
- A forum was held in which representatives from student organizations were invited to attend;
- Two forums were held in which all students were invited to attend; and,
- Committee members were encouraged to ask their friends what they thought about the Activity Fee.

IV. Historical Information

Dr. Russell G. Warren, President of the University, approached the Student Activities Board and Student Senate with the idea of implementing a Student Activities Fee in October of 1992. Student Senate formed a committee in late October to investigate the costs and benefits of a Student Activities Fee. This subcommittee spent three months researching the fees at other campuses. They decided to set the fee at \$9.00 per semester per student. This fee was approved on April 23, 1993 by a vote of 595-262 and has been steadily increased for the next twelve years.

V. Student Feedback and Opinions

In the review period for the student activities fee, OAF conducted an online survey and three student forums, one of which was directed at student organizations instead of just students.

A. Outcome of the forums

The first forum had the best response; it was during university conference day.

- Students at the first forum overall were willing to pay more for better performers to come for SAB
- After the first forum, attendance was low at the rest of the forums, most students were initially very unsure about how Student Senate was spending their money but after explanations many students changed their minds.

B. Outcome of the survey

The student survey had 715 responses; a printout of the survey will be attached to this report. In the general sections of the survey the following was found:

- Most students would prefer to keep the activities fee where it is.
- Very few students knew the amount of the activities fee that they were paying.
- Very few students knew what was going on with Student Senate, on a scale of 1-10, 47.26% of students rated below a 6 on how informed they were about senate and 57.86% felt that Senate was not doing a good enough job to inform students.
- 66.06% of students rated their satisfaction with SAB events that they had attended at a 6 or above.
- 62.49% of students favored keeping the activities fee at the same rate as they have been paying.
- Although only 26.62% of students surveyed rated their satisfaction with FAC events as a 6 or above, 49.94% rated them as a 5, neutral.

See Appendix 1 for a complete copy of the OAF survey and forum questionnaire.

VI. Organizational Recommendations

A. FAC

1. History and Current Information

The Funds Allotment Council became an independent council separate of Student Senate in the spring of 1993 and received funding of \$2.50 per semester from the first activities fee. Currently, the Funds Allotment Council receives \$7.25/student of the Student Activity Fee each semester; this year the fee resulted in a total budget of \$31,040 per semester, which included rollover (rollover is a result of student organizations not spending their total allotted funds and also includes any unused portion of the office budget). After reviewing FAC's procedures and Constitution, By-Laws, and budget, this committee has determined that their usage of the fee meets OAF guidelines and directly benefits the students who pay the fee. Currently FAC allots all of its funds every semester (with the exception of \$1,200 per year office budget) to student organization and still has found itself having a \$5,000- \$30,000 gap between requested funds and the amount of money FAC actually

has to give out. Student feedback regarding FAC gathered at the three forums and through the survey was largely positive. Most of the negative comments that were generated were in regard to two things; publicity and the funding process itself.

2. **Funding Process**

In regards to the funding process, students believed it should be less confusing and easier to navigate. Currently FAC has added a front page to its funding applications which explains basic things that FAC cannot fund as well as suggestions to groups about how to estimate costs for things such as travel. In addition to adding this page to the funding application, FAC has also taken the additional step of re-organizing and updating their Constitution and By-Laws in a way that makes them more accessible and easier to understand for the average student. These changes will be voted on in this spring's election (this has been kept separate from this review process per the wishes of FAC and the need for the Constitution to be reviewed by University officials before it can be submitted to a vote of the students). However, we are recommending that they add a section to their new constitution and by-laws (they have agreed to do this).

3. **Funding Process Recommendations**

The recommendations are as follows: that officers' end of the year reports will be put in a notebook in the FAC office, in the CSI, and possibly in the special collections section in the library. This notebook will contain officers' end-of-the-year reports, evaluations, the student representative's survey, and a copy of the slate which will include the amount allotted to and the amount actually spent by groups. The FAC Chair's end-of-year report will be posted on the Council's website. Additionally, FAC is currently redesigning its web page to make it more user friendly in the hope that it can become a tool for groups who are wishing to apply for funding.

4. **Publicity**

In regards to publicity, students felt that they were unaware of what event FAC funded or the funding process and deadlines itself.

Many students who took the on-line survey stated that they were unaware of whether or not they had ever attended an FAC event. We feel that this is not due to a fault of FAC and that many students were unaware because the only indication that an event is FAC funded is a small FAC logo on the event/organization's advertisements. We feel that this is acceptable because FAC's mission is not to promote itself or put on its own events, but to rather empower student organizations to do so themselves. As far as the publicity of deadlines and the process itself is concerned we have found that FAC has done everything within reason to get the word out including hanging posters throughout campus, chalking, and posting dates on TruView.

5. **Funding Recommendation**

After examining the FAC funding process, past slates, and the positive changes FAC has made in the last year, we are of the opinion that it would be beneficial to students if FAC were to receive additional funding. Regardless of the exact amount, additional funding would be beneficial to FAC due to the repeated shortcomings in the amount of funds they have to allot versus the amount of funds requested by student organizations- an amount that has steadily increased over time.

See Appendix 2 for FAC's constitution, by-laws, and slates for the previous three years.

B. **SAB**

I. **History and Current Information**

After being a sub-committee of Student Senate, the Student Activities Board (SAB) became a chartered organization in 1976-1977. From 1977 until 1992, SAB operated on a \$25,000 budget that was funded by the University. At this time the students had the option to buy a \$10 card from the university in order to get into events at a reduced price. Then, in 1992-1993, a group of SAB students decided that the most efficient way to use student's money would be through an activities fee included in tuition. The proposition for a \$9 activities fee went on the ballot in April, 1993. The proposition passed and SAB received \$6.50 per semester.

Now SAB is committed to providing the highest quality of programming to all students while actively seeking to satisfy the diverse entertainment needs of Truman State University. The Board is comprised of 35 energetic individuals that are selected through an application and interview process. Of the 35 members, 4 members serve on the executive board: President, Vice President, Secretary, and Treasurer. The other 31 members are divided into 5 committees with a chairperson that is elected by the executive council. Listed below are the committees and their responsibilities:

- Comfi (Comedians/Films): Programs comedians and films.
- Productions: Showcases on-campus talents and programs small campus events.
- Concerts: Program all concerts and coffeehouse performances.
- Research and Development: Gathers disseminate information that is pertinent to the board through surveys and NACA. They also plan leadership retreats.
- Special Events: Program events that don't fit into any other category such as speakers, hypnotists, and magicians.

SAB also has the following non-standing committees: Constitution Review, Lyceum Representative, Dog Days, Historian, Technologist, SUB/Baldwin/Pershing Rep, Promotions Coordinator, and Web Master.

2. **Changes**

After a careful review of the Student Activities Board's constitution, there are two changes this committee deems necessary in order to ensure that SAB continues to meet OAF guidelines.

The first change is in Article IV, Section D, Subsection 2, Sub-subsection ii of the constitution. It currently reads, "A representative at large from the student body who is selected by the Executive Committee." This committee proposes changing the subsection to, "A representative at large from the student body who is selected through an application process by the executive committee. Applications must be available one week in advance." We deemed this change necessary because SAB has not publicized the application process well and usually ends up picking an at-large student who is friends with SAB members. This change is

essential in order to provide a voice for students on the selection committee.

The second proposed change to SAB's constitution will be an addition to the current Appendix. There will be a section H added to the current constitution and will be titled, "End of Year Report." The section will read, "An end of year report, including a budget and event evaluations, must be made available to students and kept on file." This addition is absolutely necessary because there are large holes in SAB's records before the 2004-2005 academic year. In order for future OAF committees and interested students to determine that SAB is spending its money in accordance with OAF guidelines, complete budgets and event evaluations are essential. This will also benefit SAB because they will be forced to keep their records to determine what has worked well and what has not.

3. **Recommendations**

These are the only two official changes to the SAB constitution. However, this committee does recommend several other courses of action that would improve the effectiveness of SAB. In addition to keeping a copy of the budget and event evaluations in the SAB office, a copy should also be kept at the CSI office to reduce the chance of this valuable information being lost. The most effective way to distribute this information to students is to put it on SAB's website. Since all the documents need to be typed anyway, this should not place an excessive burden on SAB's webmaster.

The best way to ensure that the information is not lost is to place it on a common website. This committee strongly recommends that SAB, FAC, and Student Senate create a common website to put constitutions, budgets, and other pertinent information for student perusal and safekeeping. Although this proposed website would likely be hosted by Student Senate, it is imperative that all organizations contribute to make this a success.

4. **Possible Problems in Future**

The mission of the Student Activities Board states:

"The Student Activities Board is committed to providing the highest quality of programming to all students while actively seeking to satisfy the entertainment needs of Truman State University."

This mission is unique to any other organization on Truman's campus and because of its nature poses some potential problems for the organization's future. The OAF review committee found these problems to be:

1. providing a broad variety of entertainment while still satisfying the majority of students,
2. the possible election of student members as opposed to selection, and
3. the ability to reach students who live off campus.

The first problem was discovered at the student forums and through the online survey. Currently SAB conducts a survey of the students and then uses the information on the survey to determine which acts to bring. Unfortunately, the majority of students almost always prefer alternative bands to come to campus. SAB then brings such an act to campus. This is obviously the way to make the most people happy, but the review committee recognizes the fact that in the future SAB may want to address the problem that, because the needs of the majority are being catered to, a certain amount of diversity is lacking.

The second problem was raised within the board and is consistently discussed within SAB. Because SAB receives such a significant amount of student money, it has been suggested that the members of SAB should run for election and be selected by their peers as opposed to the current method of application and interview used by SAB. The review committee does not provide a recommendation of this, but we do recognize that this problem may continue to arise in future semesters.

The final problem was mostly raised through the online survey. Multiple students stated that because they live off campus they are not aware of what SAB is doing and would like to have more information. Unfortunately, any advertising outside of campus would be considered advertising to the community, a task not

allowed within SAB's mission and constitution. The review committee acknowledges this but does not attempt to solve the problem, and is aware that this will continue to be an area of interest.

See Appendix 3 for SAB's constitution, by-laws, and budgets for the previous three years.

C. Student Senate

1. Background

Following the abysmal performance rating that Student Senate received on the survey conducted by the council, many questions were raised regarding the viability of the organization and the effective use of the fee it receives. Three major responses shed more light on Student Senate's performance:

- About 56% of the 900+ respondents said they did not think their voice was represented by Student Senate.
- About 46% of the 900+ respondents rated their knowledge level of Student Senate as falling between 1 and 4, 1 meaning not informed at all.
- About 57% of the 900+ respondents said that Student Senate was not doing a good job informing the Student Association of its activities.

As the council reviewed the results of the survey and information gathered from different student forums, a clearer picture formed and it decided to cut the Student Government Fee from \$2 per semester to \$1.75. The council believed that such a cut and a shortage of funds would force Student Senate to review its operations and become more efficient and effective in discharging its duties if it hoped to receive its full funding by the next review year.

2. Caveats to Funding

However, after critical consideration of the matter by members of the council, it was decided that a more structured and less radical approach to change would be more beneficial to the Student Association. In this spirit, the council decided to rescind its

previous vote allowing the Student Government Fee to remain at \$2.00 while offering the following caveats if Student Senate is to receive its funding by the next funding review year: If Student Senate fails to meet any of the following guidelines, it will be the responsibility of the next review committee to determine a cut in Student Senate's funding.

- i. At least 70% of students must be informed of Student Senate's activities by the next review in 2007-2008. This information must be obtained through a survey made available to all students, with at least 10% of the Student Association responding.
- ii. Student Senate must receive at least a 60% performance approval rating by the next review in 2007-2008. This information must be obtained through a survey made available to all students, with at least 10% of the Student Association responding.
- iii. A semester report must be published and made available to students at the end of each semester starting fall 2005.
- iv. Student Senate must continue to update and make public its long-term vision document that outlines its goals for the next six years. This document must be updated, published, and made public by fall 2006.
- v. Student Senate must ensure that in any particular year, its rollover account does not exceed 15% of the average of the immediate three years. (Assuming the year is 2005, its rollover account must not exceed 15% of the average of 2004, 2003, and 2002). By the next review year, the rollover account must be in accordance with this caveat.
- vi. An independent assessment committee must be formed every two years beginning fall 2005 to assess Senate's performance, potential pitfalls, possible areas for improvement, internal structure and organization, and other vital areas as charged by Student Senate. The committee should be comprised of students at large and senators. The committee should be comprised of no more than two

senators, one of whom shall be an incoming senator, and of at least three students at large. The evaluation will be based on set goals as contained in its vision document. The report of the committee must be published and made public.

3. **Justification**

In concordance with our charge and the vision of the council, we believe that these caveats will lay the foundation for building a more efficient, effective, and viable Student Government. In reviewing Student Senate's accomplishments to date, we are confident that they represent the long-term best interest of the Student Association. We are also confident in their ability to improve and become better, thus, we hope that these changes will not only serve as a catalyst for continued growth and self feedback, but also as a supplement to actions already in place to raise the organization to greater heights. The council believes that Student Senate has great potential, which can only be achieved leveraging its resources (human and financial).

4. **Suggestions for Meeting Caveats**

- i. Every semester Senate could put up a banner "Senate needs your input on..." to tell students what it is working on and how they can give their input.
- ii. Every year Senate could put up a big banner and posters of "what Student Senate done for you" and list the major things Senate has done. Too much information may not be ideal, but things that will spark student interest are best.
- iii. Senate should continue its newsletter program. However, a large number of students recommend putting a newsletter in the Index once a month. Although it may be expensive, it is a good way to give information to all and sundry.
- iv. Another big request was for mass e-mails of updates. In doing this, Senate should be aware of privacy issues that may arise. Like the Index, it could ask students who are particularly interested to sign up to an email list if they wish to receive electronic versions of the newsletter or any updates that Senate publishes. In addition,

Senate could investigate putting links on TruView to its website or getting a link to the newsletter in the weekly *Truman Today* e-mail.

v. Senate should continually inform its members of internal changes, for example constitutional changes, new policies, meetings etc. An informed member of an organization is one of the greatest assets an organization has. Members on external committees like the Undergraduate Council (UGC) should type up a one-page report when they attend such meetings. Perhaps e-mailing it out and putting a copy in the Senate office would help more Senators become more informed. Senate could encourage its committees to submit periodic updates on its activities. This should work the same way as the UGC example.

vi. Find new and creative ways to get students excited about Student Senate.

vii. Always post minutes and resolutions on the SG website and frequently put a link on TruView.

5. **Suggestions for Improving Organizational Culture**

i. Create a support and mentoring program that fosters learning as a collective venture.

Providing environment where every member can work to the best of their ability is important. Mentoring, training and support is vital, especially in Student Government where majority of the work span several years before there is any maturity. By creating a support and mentoring system, both old and new members can learn together, grow together, and achieve together. Senior Senators can teach procedures and the organizational culture to new Senators.

By doing this, members will feel a sense of connection to the organization and a sense of achievement and empowerment. Old members also have an opportunity to learn from the experiences of new members. Through mentoring, the organization can ensure that continuation is ensured and the ideals, legacies, and history of an organization are carried on. In addition, through training and support, the

organization can avoid costly mistakes that can be made by new Senators.

ii. Establish a system of providing feedback and positive reinforcement for members, including leadership.

Regardless of how many years or months a member may have spent in an organization, feedback is a valuable tool for success, especially in Student Governance. As human beings, it is innate in us to want feedback. Many of us want to know what we are doing on the job – what do those in charge think? Thus, feedback is always important. Feedback is objective information about individual or collective performance. Feedback serves two functions for those who receive it, one instructional and the other motivational. Feedback can serve to clarify roles or teach new behavior. It can also motivate when it serves a reward or promises a reward. A 360-Degree anonymous feedback can be used because it allows individuals to compare their own perceived performance with those of their Committee Chairs and colleagues.

Feedback can be very helpful to Senators and SG leaders as they carry out their duties. The organization should also seek external feedback. This way, the organization can compare its perceived performance to that of the students it represents. Members can learn from the feedback they receive. They can learn about better ways to improve their performance. Generally, feedback involves the same outcome as goal setting. When members receive feedback, they have a sense of direction, increased morale and most of all, an increase in their effort and persistence in pursuing set goals.

iii. Manage diversity and let everyone's voice be heard.

Truman SG has the potential to be one of the best in the region. A cross-functional team is central to the idea of diversity. A cross-functional team is a team made up of diverse people with specific experiences in certain areas that can be beneficial to the group. It is important to realize that all members bring diverse perspectives to the organization and almost every member has something to say and are yearning to say it. Thus, it is important that SG leadership fosters an environment where all opinions are heard and no opinion is shut down. Managing a diversity of opinions is critical. It can make or destroy an organization.

iv. Motivate members through intrinsic reward and recognition.

Motivating people has several facets. Some people are motivated internally and others externally. Understanding how this works can be one of the best tools available to any SG leader. Rewards and recognition is a vital part of motivation and must always exist regardless of how members are motivated.

As mentioned above, those who are intrinsically motivated are driven to act for the fun or challenge associated with a task rather than external rewards. To increase intrinsic motivation, Committee Chairs and SG leaders can establish an environment that fosters meaningfulness, choice, competence, and progress. Chairs can lead for meaningfulness by inspiring members and modeling desired behaviors. By empowering members and delegating meaningful tasks, SG leaders can motivate members to work harder thus, leading for choice. Through leading for choice, leaders in the organization can support and coach members thereby reducing costly mistakes. If there are identified weak points, these can be addressed by leading for competence. Finally, chairs should lead for progress by monitoring and rewarding their members for a job well done.

v. Build trust, camaraderie, and loyalty.

Often, a lot of time is spent looking for the fact that supports a point of view rather than finding answers to the problems confronting the organization¹. Sometimes, it is important to trust the people we work with and spend less time trying to tie all the tiny details. By trusting the people we work with, we build loyal relationships, camaraderie, and motivate our colleagues. Too many questions and too many feelings can be detrimental to the success of an organization. The Total Quality Method, a methodology that promotes organizational learning by systematic discovery of high-leverage problems and by agreement by those who are

¹ Thomas A. Kochan & Michael Useem, Transforming Organization, Oxford University Press, 1992 pp 381

empowered to act or make changes, can be beneficial in helping organizations resolve problems that challenge them.

vi. Give back to the Student Association through recognition, engagement, and support.

Giving back to the Student Association is something that Student Senate tries to do but sometimes does not effectively achieve. Recognizing and supporting students is a step in the right direction. Most times, many of the things that students achieve go unnoticed and sometimes they just hope that their peers will recognize them. In a bid to recognize students, Student Senate set up a "Student Senate Excellence Scholarship." This scholarship is given to two students who exemplify the ideals of leadership, service, and academic excellence. Student Senate has also set up a way to recognize faculty for their hard work by establishing the "Educator of the Year Award."

Although the scholarship and award are steps in the right direction, Senate can take a proactive role in recognizing students who have achieved certain things; for example, passing a resolution to recognize the debate team for their outstanding performance at the National Debate Conference or recognize outstanding faculty and staff for their commitment to the student association and to the mission of the university in general. Student Senate can establish a "Truman Pride Award" which can be given to faculty, staff and students who have done things that make the university community a better place. This can be a certificate to recognize these individuals and motivate them and others to do better.

In conclusion, the suggestions above have been culled from discussions with students, extensive research, and insight into the organization provided by members of the organization. Although Senate is not required to implement any of the suggestions above, it is encouraged to think critically about the issues raised and how such issues can be addressed to produce the same desired outcome.

In the end, Senate has the discretion regarding how to improve. However, it is important to remember that in 2008 the review committee will review the organization based on the caveats above and the desired outcomes contained herein.

See Appendix 4 for Student Senate's constitution, by-laws, and budgets for the previous three years.

C. Collegiate Readership Program

1. History and Current Information

The Collegiate Readership Program at Truman was planned by Student Senate during the fall 2003 semester. The initial plan included that students would receive The New York Times or the St. Louis Post-Dispatch and the Kansas City Star in addition to USA Today. The estimated cost of this program was initially \$5 per semester and then moved to \$6 per semester. Student Senate paid \$9,000 for a four-week trial subscription during the spring 2004 semester which included The New York Times, USA Today, and the St. Louis Post-Dispatch. The readership participation rate was so high during the trial period (21%, as compared to the expected 8%) that Student Senate decided to ask for a \$9 per semester fee to cover all costs. Students approved the proposed fee by a 1040-550 margin and this increased the activities fee to its current level of \$36 per semester.

The fall 2004 semester was the first semester in which the activity fee paid for the Collegiate Readership Program. Readership numbers remained quite strong throughout the entire semester. Overall, the total cost for the semester was \$38,571.15. However, there was a total of \$51,570 collected from students through the fee. This left a surplus of \$12,998.85 after just one semester of the Collegiate Readership Program fee. As of the beginning of March 2005, the total revenues from the fee and other contributions (explained later) is \$102,010.68 and \$51,570 has already been spent. The current balance of the account is \$50,440.68; this amount of money needs to cover usage for March, April, and May. If spring usage numbers are similar to those of the fall, there will be a large

surplus (likely more than \$25,000) in the account at the end of the fiscal year.

2. **Concerns**

The surplus in the Collegiate Readership Program account is just one of the concerns that students and this committee have had with the program. Although one semester of this type of surplus does not provide us with enough information to even considering lowering the fee, this may become necessary in the future. Since this program is not currently costing even seven dollars per semester, a funding decrease is likely to be required in the next review to ensure that current students are not being overcharged for the sole purpose of adding to the surplus in the account.

Many students have also complained about the selection of newspapers on campus. Student Senate surveyed the student body about which newspapers they preferred. The top five newspapers, in order, were USA Today, the St. Louis Post-Dispatch, The New York Times, The Wall Street Journal, and the Kansas City Star. In the OAF survey regarding the Collegiate Readership Program, we received fourteen complaints about the exclusion of The Wall Street Journal and thirty-one about the exclusion of the Kansas City Star. What none of the students realize (and what Student Senate has never publicized well) is that The Wall Street Journal does not participate in the Collegiate Readership Program and is therefore not even an option. The Kansas City Star is a viable option if Truman decided to start carrying a fourth newspaper. However, this newspaper was requested infrequently enough during the surveys that its exclusion is justified in a three-newspaper environment. Senate does have the option of adding a fourth newspaper if surplus funds allow; this should be seriously considered during the next three years.

Another key concern that students voiced was about faculty and community members taking newspapers from the racks around campus. Since students completely fund the Collegiate Readership Program, this seems like a natural complaint to make. This committee received several complaints about faculty members taking newspapers from McClain Hall and not helping to foot the

ball. Last spring, Faculty Senate had discussed providing a mechanism for professors to contribute their share of the cost for newspaper consumption, but this was slow to materialize. However, this concern has been alleviated by the office of the Vice President for Academic Affairs, which has already begun to contribute \$5,000 per year to the fund.

Students also complained about community members taking newspapers from Pershing Building after using the recreation facilities in the morning; these people are not covered by the funds provided by the VPAA's office. There is only one way to keep newspapers out of the hands of those who do not pay the Collegiate Readership Program fee. Student Senate could request a card reading newspaper machine from the Collegiate Readership Program, like those in the Student Union Building and Violette Hall. In the least, machines should be added to Pershing Building and McClain Hall, the two buildings with the highest traffic of community members. The card readers could be programmed to only allow students and faculty to use the machine, but this would require several other machines in all the academic buildings.

This committee has also been concerned with the bookkeeping practices that have been used for this program. In spite of the fact that the Collegiate Readership Program is fully funded by students, the surplus account is kept in the Business Office and all spending is currently approved by Dr. Martin Eisenberg, head of the Residential College Program (RCP). Since this is student funds, Student Senate must take a stronger role in the bookkeeping process. At this time, Senate has almost no control over the program and has no idea how much money is in the surplus account. At the very least, there needs to be a more regular Business Office-Student Senate committee to discuss funding issues within the Collegiate Readership Program.

See Appendix 5 for the budgets and usage information for the Collegiate Readership Program.

VII. OAF Review

By-Laws of the Activities Fee Review Council

Article I: Name

Section 1

The name of this Independent Council of Student Senate shall be the Activities Fee Review Council.

Article II: Organizational Activities Fund General Guidelines

Section I: Purpose

The purpose of the Truman State University Organizational Activities Fund is to further the intellectual and social development of students and other members of the university and surrounding communities through the financial support of student sponsored activities.

Section II: Source of Funding

A. The Activity Fee

- I. An Activity Fee shall be charged to all enrolled students of Truman State University during the Fall and Spring Semesters.
- II. The Activity Fee shall be \$26.72 per semester.
- III. All receipts from the Activity Fee shall be deposited in the Organizational Activities Fund.

Section III: Distribution of Funds

A. Funds Allotment Council

- I. 29% of the Organizational Activities Fund shall be distributed to the Funds Allotment Council.
- II. The Funds Allotment Council shall in turn distribute the funds to chartered university student organizations, to fund individual events, in accordance with procedures outlined in the Funds Allotment Council Constitution and By-Laws.

B. Student Activities Board

- I. 71% of the Organizational Activities Fund shall be distributed to the Student Activities Board.
- II. These funds shall be placed in the Agency Account budget of the Student Activities Board.
- III. The Student Activities Board shall then use the funds in accordance with procedures outlined in the Student Activities Board Constitution and By-Laws.

Section IV: Amendments

- A. The Organizational Activities Fund General Guidelines shall be revised and amended as provided herein.

- B. Amendments to these guidelines may be proposed by 15% of the Student Association or two-thirds of the total voting membership of the Student Senate.
- C. Amendments to these guidelines may be proposed by the Activities Fee Review Council.
- D. Passage of any amendment(s) shall require a simple majority vote of the Student Association voting at a special or general election.

Section V: Dissolution of the Activity Fee and Organizational Activities Fund

- A. The Activity Fee and the Organizational Activities Fund shall be discontinued by measures herein provided.
- B. After careful evaluation of the Activity Fee, a two-thirds vote of the total voting membership of Student Senate or a petition signed by 15% of the Student Association shall be required to propose dissolution of the Activity Fee and the Organizational Activities Fund.
- C. Such a proposal to discontinue the Activity Fee shall require a simple majority vote of those voting at the Spring General Elections.
- D. Any funds remaining in the Organizational Activities Fund at the time of dissolution shall be credited to students' accounts.

Article III: Student Government Fee General Guidelines

Section I: Purpose

The purpose of the Truman State University Student Government Fee is to provide capital to Student Senate so it can effectively fulfill its mission.

Section II: Source of Funding

- A. A Student Government Fee shall be charged to all enrolled students of Truman State University during the Fall and Spring Semesters.
- B. The Student Government Fee shall be \$2.00 per semester.
- C. All receipts from the Student Government Fee shall be deposited in the Student Government Account with the University.

Section III: Distribution of Funds

- A. The Student Government Fee shall be used in strict accordance with the guidelines outlined in the Student Government Constitution and Standing Rules.
- B. In any particular year, Student Government rollover account shall not exceed 15% of the average of the immediate prior three years.
- C. The Student Government Fee shall be refunded to any student requesting a refund of the fee and completing a survey. Proper documentation of such a request and refund must be kept.

Section IV: Amendments

- A. The Student Government Fee General Guidelines shall be revised and amended as provided herein.
- B. Amendments to these guidelines may be proposed by 15% of the Student Association or two-thirds of the total voting membership of Student Senate.
- C. Amendments to these guidelines may be proposed by the Activities Fee Review Council.
- D. Passage of any amendment(s) shall require a simple majority vote of the Student Association voting at a special or general election.

Section V: Dissolution of the Student Government Fee

- A. The Student Government Fee shall be discontinued by measures provided herein.
- B. After careful evaluation of the Student Government Fee, a two-thirds vote of the total voting membership of Student Senate or a petition signed by 15% of the Student Association shall be required to propose dissolution of the Student Government Fee.
- C. Such a proposal to discontinue the Student Government Fee shall require a simple majority vote of those voting at the Spring General Elections.
- D. Any funds remaining in the Student Government Account at the time of dissolution shall be refunded to members of the Student Association who have paid the fee through student accounts.

Article IV: Collegiate Readership Program Fee

Section I: Mission

The mission of the Collegiate Readership Program Fee is to provide quality newspapers from around the nation and to help further student knowledge of current events by providing a source of regional, national, and international news.

Section II: Source of Funding

- A. The Collegiate Readership Program Fee shall be charged to all enrolled students at Truman State University.
- B. The Collegiate Readership Program Fee shall be \$9.00 per semester per student.
- C. The Vice President for Academic Affairs (VPAA)'s office contributes \$5,000 per year to defray faculty use of the newspapers.

Section III: Distribution of Funds

- A. With appropriate supervision from Student Senate, the Business Office shall disburse funds to *USA Today* to pay for the Collegiate Readership Program.
- B. A committee of Student Senate shall meet as needed with the Business Office to review the funding in the Collegiate Readership Program account.

Section IV: Dissolution of the Collegiate Readership Fee

- A. The Collegiate Readership Program Fee shall be discontinued by measures provided herein.
- B. After careful evaluation of the Collegiate Readership Fee, a two-thirds vote of the total voting membership of Student Senate or a petition signed by 15% of the Student Association shall be required to propose dissolution of the Collegiate Readership Fee.
- C. Such a proposal to discontinue the Collegiate Readership Program Fee shall require a simple majority vote of those voting at the Spring General Elections.
- D. Any funds remaining in the Collegiate Readership Program account at the time of dissolution shall be refunded to members of the Student Association through student accounts.

Article V: Mission

Section I

The mission of the Activities Fee Review Council is to review the Activity Fee, the Student Government Fee, and the Collegiate Readership Program Fee every third academic year, verify that the fees' usage meets guidelines stated in the above articles and to develop solutions to ensure increased efficiency and effective use of the fees. To achieve this mission, the Activities Fee Review Council shall:

- o Survey the Student Association to determine student satisfaction with the organizations receiving the Activity and Student Government Fees.
- o Identify inefficient use and shortcomings in the Activities Fee and propose solutions that guarantee efficient and equitable use of the fee
- o Coordinate with the organizations receiving the aforementioned fees to review their constitution and by-laws to ensure that existing rules do not conflict with the efficient and effective use of the fees, and to identify current and future changes to the above documents to guarantee viability of the organization and overall efficiency in the use of the fees.
- o Review the status of the fee and identify potential increases, decreases, or restructuring of the fees.

Through this mission, the council hopes to ensure that the Activity and Student Government Fees and Collegiate Readership Program fee are used to foster the mission of the organizations receiving the fees, and, most importantly, ensure that the fees are being used in the overall best interest of the Student Association.

Article VI: Membership

Section 1: Total Voting Membership

- A. The total voting membership of the Activities Fee Review Council shall be comprised of one Student Government member, one Funds Allotment Council Member, one Student Activities Board Member, and four members of the Student Association.
 - o FAC, SAB, and Student Senate's member shall be chosen by their respective organizations.
 - o The four members of the Student Association shall be appointed by the president of the Student Association.
- B. No member associated with Student Government Association, Funds Allotment Council, or Student Activities Board shall serve as one of the four Student Association members mentioned in subsection I of this section.
- C. All voting members of the Council shall the same rights and powers except for those explicitly designated in this By-Law.

Section II: Other Members

The President of the Student Government Association shall have the power to appoint additional students to serve on the council. Other appointed members shall be non-voting members of the council.

Section III: Length of Terms

All members of the council shall serve on the council until that time when they have fully answered their charge and a final report has been presented to the Student Senate.

Section IV: Eligibility

Any student enrolled at Truman State University and meeting the requirements stated in these By-Laws shall be eligible for appointment to the council.

Article VII: Officers

Section 1: Chair

- A. The council shall be chaired by one of the five Student Association members and shall be appointed by the President of the Student Association. The Chair shall be a voting member of the council.
- B. The Chair shall preside over the meetings of the council and ensure orderly discussions during the meeting.

- C. The Chair shall set the agenda for the meetings.
- D. The Chair shall have the power to call special meetings when needed.
- E. The Chair shall state each motion after it has been seconded. After discussion, the chair shall restate the motion before a vote on the motion is taken. At the conclusion of the vote, the Chair shall announce the result of the vote.
- F. When a preliminary report has been written, the Chair shall present the report to the Student Senate for discussion and feedback.
- G. When a final report has been written, the Chair shall present the report to the Student Senate for placement on the Spring General Election Ballot.

Section II: Secretary

- A. The Secretary of the council shall be one of the five student association members and shall be appointed by the President of the Student Association. The secretary shall be a voting member of the council.
- B. The Secretary shall serve as the chief clerical support for the council.
- C. The Secretary shall be responsible for securing a meeting place for the council.
- D. The secretary shall maintain minutes and all records of the council.
- E. When the final report is written, the Secretary shall store a copy as stated in Article X: Storage of Documents and Final Report of these By-Laws.

Article VIII: Meetings

Section I: General Meetings

- A. The council shall hold general meetings to be determined by members of the council.
- B. All meetings shall be open to the public. The council may at any time close its meeting to discuss internal personnel matters.
- C. All meetings shall be conducted in accordance to the current edition of the Robert's Rules of Order.

Section II: Quorum

Quorum shall consist of five members of the council. Quorum is required to conduct business.

Article IX: Review Process

Section I: Hearings

- A. The council shall conduct public hearings during the course of its review.
- B. The Council shall, through the hearings, afford the organizations receiving the fees under review an opportunity to give a firsthand account of the usage of the fees since the last review.

- C. The Council shall, through the hearings, afford the organizations receiving the fees under review an opportunity to justify their receiving the fee and an opportunity to make a proposal regarding an increase, decrease or an affirmation of the fees' current state.
- D. The Council shall, through the hearings, have the opportunity to question these organizations and obtain firsthand information.
- E. The organizations receiving the fees shall present a written report during their hearing. The report shall contain the following sections:
 - I. An outline of the usage of the fees since the last review
 - II. A justification of their current share of the fee
 - III. A vision document for the future
 - IV. Identified setbacks in the organization and latent solutions for improvement in the future
 - V. Their governing documents, all fiscal year budgets since the last review, and a budget analysis outlining how a potential increase or decrease in their share of the fees will affect the organization and the value that they add to the Student Association.
- F. All hearings shall be open to the public.

Section II: Survey

- A. The Council shall conduct a survey of the Student Association during its review process.
- B. The survey shall be structured to be non-leading and provide information regarding the current usage of the fee, the satisfaction with the organizations' performance, their effective usage of the fees and a possible restructuring/change in the fee.
- C. The Council shall ensure that it obtains a representative sample of the student association during the survey process.

Section III: Forum

- A. The Council shall host at least two forums for the Student Association.
- B. The Council shall, through the forums, obtain firsthand information from the Student Association.
- C. The Council shall, through the forums, have the opportunity to discuss the survey with the Student Association to achieve clarity and better feedback.
- D. The forum shall be designed to ensure that all students are heard.

Section IV: Decision Process

- A. At the conclusion of the hearings, survey, and forums, the chair shall call for a discussion period to discuss all the information received.

- B. At the end of discussions, the chair shall set up ad hoc committees to review all the information presented by the organizations during their hearings. Each committee shall be comprised of two members.
- C. At the conclusion of the break out review, all committees shall present a written report of their review to the entire council. The report shall include:
 - I. The review process and findings.
 - II. Recommended changes to the governing documents with justification.
 - III. Identified setbacks and potential solutions with justification.
 - IV. Recommended fee for the organization with justification.
 - V. General recommendations for the organizations.
- D. After each report is presented, the Chair shall entertain discussion on the report. At the end of the discussion period and after all amendments to the report have been made, the Chair shall entertain a motion to adopt the report as official. The Secretary shall ensure that all members have the final copy of the report before a vote is taken. Voting on the fee recommendation shall be suspended until that time when all committees have presented their reports, discussion concluded, and vote taken on other sections of the report.
- E. At the conclusion of voting on the committee reports, the chair shall entertain discussion on all recommendations for the fee. After discussions and all amendments, the chair shall entertain a motion to vote on the final fee recommendation.
- F. After the final report has been written, the chair shall entertain a vote on the final report. The report shall include an evaluation of the review process and recommendation to the future council.
- G. Prior to writing the final report, the council shall present a preliminary report to Student Senate for discussion and questions. After such discussions and questions, the council shall make amendments as it deems necessary, taking into consideration recommendations of Student Senate
- H. The final report shall be included in the spring general election as prepared by the council for a vote by the Student Association. Student Senate shall have no authority to affect the final report.

Section V: Collegiate Readership Program

- A. The Collegiate Readership Program (CRP) shall be reviewed following the same process for the organizations mentioned above.
- B. The representative of the CRP and person(s) overseeing the program at Truman shall be invited to a hearing and shall present a report on the CRP to include:

- I. Summarized yearly usage since the last review.
 - II. Summarized daily usage to date in the current year.
 - III. A budget summary and analysis.
 - IV. A vision document for the future
 - V. Identified setbacks in the program and potential solutions for improvement in the future
- C. The hearing shall be open to all members of the Student Association.

Section VI: Voting

- A. Only voting members in attendance during discussions shall be eligible to vote on an item up for a vote. **There shall be no exception to this rule.**
- B. All votes shall be open and recorded. Voting records shall be included in the final written report of the council.
- C. All votes taken require a majority to pass. A majority shall be five out of eight members of the council.
- D. Voting shall be in the form of "Yes," "No," or "Abstain" vote. Abstention counting as "No"
- E. Members have the right to pass during a vote and shall be called upon after everyone has voted to cast a vote.
- F. All votes shall be roll call votes taken by the Secretary, unless a written ballot is moved and passed.

Article X: Parliamentary Authority

Section I:

The current edition of the Robert's Rules of Order shall be the governing document inferior to this By-Law.

Article XI: Storage of Documents and Final Report

Section I:

All documents of the council shall be stored at the Special Collections section of the library and the Center for Student Involvement.

Section II:

The Funds Allotment Council, Student Government, and Student Activities Board shall be presented with copies of the report.

Section III:

An electronic version of the report shall be published on the Student Government website.

Article XII: By-Law Amendments

Section 1:

This By-Law shall be amended as provided herein.

Section II:

Any member of the council may propose an amendment to this By-Law. After discussion has been exhausted on the amendment and all amendments made to the amendment, the Chair shall entertain a motion to adopt the amendment to the By-law.

Section III:

Amendments to this By-Law shall be approved by a majority of the voting membership of the council.

Section IV:

The amendments shall be included in the final report of the council and shall become enacted following the approval of the Student Association following the process outlined in the Constitution of the Student Senate.

Article XIII: By-Law Authority

Section I: Relationship to the Student Government Association.

- A. The Activities Fee Review Council shall be a standing, independent council of the Truman State University Student Government Association.
- B. The Student Government Association shall have no power to affect the work of the council except those outlined in this By-Law and the Constitution of the Student Government.

Section II: Longevity

- A. The council shall continue to exist subject to the existence of the Activities Fee, the Student Government Fee, or the Collegiate Readership Fee.
- B. The council will cease to exist when all the fees mentioned cease to exist.
- C. The council shall be staffed and functioning every third fall semester from the fall of 2004. Applications shall be made available by the fifth week of the aforementioned semester.

Section III:

This By-Law shall be the only governing document superior to any rules of order and governing documents.

Article XIV: By-Laws Transition

This By-Law shall become effective upon ratification by the Truman State University Student Association.

VIII. Response to the Committee's Charge

- A. Review the usage of fee money over the past three years and verify that the usage meets OAF guidelines.

- Determine student satisfaction with the usage of fee money.
- Identify the shortcomings in the usage and effectiveness of the fee.

Response:

The council reviewed the usage of the Activities Fee over the past three years. The council reviewed the fee based on the events that were put on by Student Activities Board (SAB) and events funded by Funds Allotment Council (FAC). Below is a breakdown of the evaluation:

1. **FAC**

FAC shoulders the odious task of efficiently distributing scarce financial resources to numerous student organizations in need of money for different events. Over the past three years, FAC has done a tremendous job at efficiently and equitably giving funds to organizations most deserving of the money. FAC currently receives 29% of the Activity Fee. The events they have funded have been top rated and appealing to a large number of students at Truman and the Kirksville community. Effective use of the fee has enabled FAC to stay within limits while being able to reach its maximum potential and increasing the value added to the Truman community and the Kirksville community in general.

Responses from the survey conducted indicate that over 14% of the Student Association is satisfied with the diverse events that FAC has funded over the years. About 58% of the student population has attended at least one or more events sponsored by FAC.

Although the margin of approval seems to fall considerably lower than that of SAB, discussions from the several student forums indicate that a majority of organizations who have been through the FAC funding process are satisfied with the events funded. The inconsistent approval results from 49% of the respondents remaining neutral. This can be explained because:

- Very few students at large are involved with the funding process and
- FAC does promote the events it sponsors but rather serves as a resource.

Hence, many students may attend FAC sponsored events without knowing that it is an FAC sponsored event.

During the review of FAC, the council identified two important areas to increase transparency and efficiency. The council requires that FAC provide accurate and up-to-date information on their website regarding the funding process. The council also requires that FAC will publish an “End of Year Report” to enable it to assess itself and the events it funded during the course of the year. The council believes that this requirement will increase self-feedback and help make the funding process and the use of the fee more efficient.

FAC has done very well in meeting student expectations and in using its share of the fee effectively. FAC is committed to continued improvement and the council is confident that, with the changes required, FAC will fall within higher echelons.

2. **SAB**

SAB, over the past three years, has continued to bring diverse concerts, speakers, acts, and comedians to campus. SAB currently receives 71% of the Activity Fee. Over time, they have expanded their diverse selections to become more appealing to a larger student population. Effective use of the fee has enabled SAB to stay within limits while being able reach its maximum potential and increasing the value added to the Truman community.

Responses from the survey conducted indicate that over 66% of the Student Association is satisfied with the events that SAB brings to campus. 94% of the student population has attended at least one or more events. Given the high approval that students gave SAB, the council is confident that SAB has used its share of the Activity Fee in due regard to its mission.

During the review of SAB, the council identified two important areas to increase transparency and efficiency. The council requires that a student representative at large will be appointed to serve on SAB. The council also requires that SAB will publish an “End of Year Report” to enable it to assess itself and the events it sponsored during the course of the year. The council believes that this

requirement will increase self-feedback and engagement of the Student Association.

In the end, SAB is remains a vital part of the culture at Truman. It has remained consistent with the usage of the fee it receives. The council is confident that if SAB implements the requirements contained in the organizational section of this report that it will continue to grow and add value to the Truman Community and the Kirksville community in general.

3. **Student Senate (Student Government)**

Student Senate receives a refundable \$2.00 Student Government Fee every semester. The fee is used for operations, events, and other activities that are aimed at representing students' voices and providing a more comfortable community for students. Over the past three years, Student Senate has grown and changed tremendously. The climax came last year with a streamlining of the organizational structure to create a Speaker Position, elimination of the Vice President position and a creation of a position for Organizational Representative for increase student representation on Student Senate. In addition, Student Senate experienced a philosophical change and has become the Student Government Association. All these changes were geared towards making the organization more effective and efficient in discharging its duties and meeting student expectations.

However, over the years student interest appears to have waned with 56% of the Student Association saying they do not think their voice is represented by Student Senate and 47% are dissatisfied with the organization. Although Student Senate received very unfavorable ratings with its constituents, it has achieved a lot more than it is given credit. The council recognizes that in evaluating Student Senate's use of the Student Government Fee, different standards have to be used since a lot of the work that Senate does spans several years.

Given the fact that most of the things that Senate does are policy related and require little money directed towards it and there are indirect costs of networking and information gathering and daily

operations that cost a lot of money, the council is confident in keeping the Student Government Fee at the same level. Regardless, the council is concerned that Senate has not reached its full potential and as such is not using the fee in the most effective and efficient manner. Although this inefficiency can be corrected through most of the requirements outlined in the organizational recommendations section of this report, the council is concerned that the cumulative rollover Senate has accrued over the years may present bigger questions than meet the eye. To this end, the council also requires that Senate must reduce its rollover account by the formula outlined above.

Major areas for concern gathered from the survey and forums fall in the area of student engagement and information dissemination. The majority of the respondents do not think that feel informed about what Student Senate activities. The survey shows that about 57% do not think Senate does a good job of informing the Student Association of its activities and 58% of the Student Association does not vote during Student Senate elections. The council is concerned that failure to effectively engage students given avenues available to Student Senate leaves the organization less viable and the fee it receives less justifiable. Therefore, the council has set target that must be met in terms of student engagement if Student Senate hopes to get full funding during the next review year.

Although it may appear that Student Senate has received the brunt of the review, the Truman State University Student Senate has done more for its Student Association than have most other SGAs in the region. The council sees a lot of potential in the organization and hopes that with the requirements outlined in the organizational recommendations section, Senate can become a much better organization capable of engaging students and fully reaching its maximum potential. In line with this ideal, the council decided to keep the Student Government Fee at the same level with that the caveat that the fee will be cut if Senate does not meet requirements above by the next review year.

4. The Collegiate Readership Program

The Collegiate Readership Program fee was implemented at the end of the 2003/2004 academic year. Overall, the vast majority of the student body is very satisfied with the program. Students approved the \$9 per semester fee in the spring of 2004 by a 1040-550 vote and satisfaction remains quite high. Although the survey did not ask a specific question about student satisfaction with the program, students thought highly enough of the program to make eighty-four comments about it in the Student Senate portion of the survey. In the Collegiate Readership Program survey, feedback was overwhelmingly in favor of the program in general, although some students did not like the choice of newspapers. In addition, over 87 percent of students in the survey read a CRP-provided paper at least one time per week.

One issue that is troubling to the committee, however, is the lack of student knowledge and control of the budget. The committee realizes that, due to the large amount of funds, there will always need to be some coordination with the business office. The problem is that no students seem to be knowledgeable about the budget and the amount remaining in the CRP account. All information goes through the business office, without even a copy being sent to Student Senate. As a committee, we have had a difficult time determining the sources of the funding.

The Vice President of Academic Affairs (VPAA)'s office has agreed to contribute \$5,000 per year to help defray faculty use of the newspapers. However, the funds have not yet shown up in the account and no one has yet been able to verify the depositing of the funds. The lack of coordinating among the VPAA's office, Student Senate, and the business office is alarming given the amount of money involved. For that reason, we are recommending that Senate form a committee that permanently works with the business office to ensure proper usage of the fee.

Student Senate also needs to examine the Collegiate Readership Program fee of \$9 per semester before the 2008 meeting of this committee. We are wary of the amount of money accruing in the account, but are hesitant to make judgment after just one semester of data. This decision is best left to Senate to make during the next

academic year when enough data is available to make an informed decision with regards to the fee.

B. Develop solutions to these shortcomings in the usage and effectiveness of the fee

- Coordinate with the individual members of each organization to review the constitution and by-laws in reference to the effects of such rules on the fee and its usage.
- Identify current and future changes necessary to guarantee effective administration of the fee.
- Determine whether the fee should be increased and how such an increase would be implemented.
- Examine past and current student complaints regarding each organization and propose solutions.

After careful review of each of the organizations (FAC, SAB, Senate) the council came up with suggestions, solutions, and requirements for improvement. These are outlined in the organizational recommendations of this report. Identified changes that must occur to guarantee effective administration of the fee have also been outlined in the organizational recommendations above.

The committee recommends an increase in the Activity Fee while the Student Government Fee remains the same. The recommended changes are as follows:

1. SAB will receive an increase of its funding to \$18.97 from \$17.75.
2. FAC will receive an increase of its funding to \$8.75 from \$7.25

The council is convinced that the increase will not only account for the increasing cost of inflation over the years but will also enable FAC and SAB to marginally increase the benefit derived from one additional event funded or one additional comedian or act sponsored. These additions will increase the value of the services rendered to the Student Association by these organizations. The committee is confident in both organizations to deliver given that students expect the quality of their entertainment to match that of their peers in other schools within the region.

IX. Activities Fee Recommendation

A. General Overview of the Fee:

The Student Activities Fee is currently \$36 per semester per student. The fee is divided into two primary sections: Activity Fee (\$34) and Student Government Fee (\$2). Within the activity fee there are three programs that receive funding: the Collegiate Readership fee (\$9), SAB (71% of the remaining \$25), and FAC (29% of the \$25).

Listed below are the semester fees from previous years:

Year	1999-2000	2000-01	2001-02	2002-03	2003-04	2004-05
Activity Fee	\$9	\$16	\$16	\$25	\$25	\$34*
Student Governance Fee				\$2	\$2	\$2
SAM fee				\$1	\$1	

*The activity fee was increased in 2004-2005 because of the Collegiate Readership Program.

After considerable deliberation, the committee has decided on the following fee changes: Student Senate shall receive the same amount of funding, considering the caveats listed in section VI.C. FAC shall receive a funding increase of \$0.50 per semester, or \$1.00 per year per student. SAB shall receive a funding increase of \$1.22 per semester, or \$2.44 per year per student. The reasons for the increases for FAC and SAB can be found in sections VI.A and VI.B.

X. Advice for Future Committees

We suggest that future OAF Committees begin by looking back at old OAF reports and gathering information from the groups/programs which are affected by the Student Activity Fee. Next they should review their charge and decide where to proceed from there. Laying out a plan in the beginning is crucial; if possible the committee should try and set out a week-by-week agenda in their first couple of meetings. This should help keep any last minute surprises and time crunches to a minimum. Another important strategy that the next committee may want to consider is breaking into smaller groups to review the SAB, FAC, and Student Senate Constitutions, By-Laws, and budgets and make any recommendations which they will then present to the group. The best way to break into groups is to place one member of the organization being reviewed in the sub-committee with two members that are not from that organization. Dividing the work up amongst members is also highly recommended when it comes to writing the report itself; though the report in its entirety should be reviewed by everyone in the committee.

Last but not least, the most important thing future committees must do is gather student feedback through hosting student forums and conducting surveys (make sure to thoughtfully put this together and ask specific questions- i.e. don't just ask if they would support an increase ask is they would support an increase of a certain amount or range of amounts) of the student body. We chose to host two forums that were open to all students (though the second of the two had a less than desirable turnout) and one forum in which we invited student organizations to send representatives. It is extremely important that these forums be publicized and there are numerous ways to do so, including but not limited to: the *Index*, *Truman Today*, TruView, poster/fliers on bulletin boards, chalking, and putting fliers in organizations' CSI mailboxes.

XI. Individual Statements

Robert Kelchen

When I was appointed as chairman of the OAF Review Committee in early December 2004, I really had no idea of what to expect of the committee and of the reviewed organizations. After four months of in-depth research, meetings with organizational representatives, and conversations with concerned students, I still do not feel confident in these organizations' budgeting and recordkeeping processes. I have been unable to obtain Student Senate and SAB's budgets for the 2002-2003 academic year. It has also been quite a challenge to obtain detailed information about the Collegiate Readership Program.

Of all the portions of the activities fee, I feel most strongly that FAC is utilizing their monies in a prudent and fiscally responsible manner. They have detailed records of each organization requesting funding for the last seven or eight years, something which no other OAF-funded organization can state. Their office budget is tiny as publicity is not a key concern for them. The key concern that I had about FAC going into this committee was the application process for FAC funding. This was quickly alleviated by FAC's booklet for organizations which request funding. I would still like to see this handbook online, but the booklet is an outstanding start.

I am confident that SAB is using their activities fee monies in a responsible manner, but this cannot be easily proven due to an alarming lack of records. All reviewed organizations should have records dating back at least three years, with no exceptions for graduation and internal turmoil. When an organization

like SAB receives approximately \$200,000 per year in student funding, there must be a detailed, transparent budgeting and accounting process to ensure proper use of the funds. Keeping in mind that SAB cannot immediately release all of its expenditures due to contractual obligations, this process cannot exactly happen in “real time”; however, this should be available to students on an annual basis.

I am disappointed that this committee did not take action on two troubling facets of SAB. Although we did chastise SAB for their recordkeeping problems, we did nothing to improve the process. Since SAB is a purely selected organization, there is no degree of external accountability for the treasurer like there is for Senate and FAC. In the student forums, many students recommended that SAB’s treasurer be publicly elected and I completely agree with this recommendation. SAB needs external accountability on budgetary issues and there currently is none. I have no problem if treasurer is a nonvoting position or a voting position; the key goal is to restore accountability.

Another troubling issue about SAB is the absolute lack of a recall process. I proposed that SAB members be subject to a similar recall procedure as Senate, with 5-15% of all students signing a petition to force a vote on the member(s) under question. On a committee designed to ensure student satisfaction with these organizations, there was no support whatsoever for such a common sense mechanism. It would be difficult to recall a SAB member, but it would be possible in the cases of gross incompetence. That is what matters.

Since this committee began work four months ago, there has been a marked improvement in the performance of Student Senate. The student survey, in which a majority of students were unhappy with Senate’s performance, was a wakeup call for Senate to improve publicity and accessibility to students. Since the survey became public, Senate has begun publicizing more heavily on campus and is also working harder to improve student involvement with Senate.

One concern that has created controversy in this committee is Senate’s large rollover account, currently about forty percent of its annual budget. We felt as a committee that current students are subsidizing future students through this rollover account, something which should not be allowed. Our initial recommendation to cut rollover involved cutting Senate’s budget by approximately \$2,900 per year; if Senate maintained its current spending levels, the rollover would be almost eliminated within three years. After a great deal of angry feedback from members of Senate (although there were several supporters

of our proposal), we decided to draft a series of requirements that would cut rollover, increase publicity, and increase student satisfaction. I am confident that these requirements (if implemented) will improve Student Senate's standing on campus.

Although Student Senate's budget is not available for the 2002-2003 academic year, it does appear the budgeting process has become much more streamlined during the last two years. Appointing an accounting major to the position of treasurer was a brilliant move by Senate and is something which would greatly benefit other organizations. There also is a rigorous process through which senators must go to obtain funds for events. If this process continues in the future, the next OAF committee will have an easier time obtaining Senate's financial information than we did.

Perhaps the most appalling part of the entire review process has been the Collegiate Readership Program. Student Senate has almost stopped being a watchdog for the program and has just let Dr. Eisenberg and the Business Office run the program. Since approximately \$97,000 per year in student funds pay for this program, it is essential to have a committed, standing oversight committee for the Collegiate Readership Program. It took me three months of research to discover that the VPAA's office is contributing \$5,000 per year to defray the costs of faculty usage of the papers. This is simply unacceptable. Student Senate needs a standing Collegiate Readership Program Committee that keeps abreast of such issues. In the next year, the issue of rollover will also need to be addressed; such a committee could examine the surplus and make recommendations.

In February, this committee surveyed over 900 students and asked them whether the fee should be increased, decreased, or kept the same. 92.2 percent of the students surveyed said that either the fee should be kept the same or that it should be decreased. More students said that the fee should be decreased than that the fee should be increased. Yet, a majority of this committee decided to give FAC a \$.50 per semester increase and SAB a \$1.22 per semester increase. In making this decision, the majority of members cited inflation as the reason for increases. This argument is simply illogical. In the spring of 1999, FAC and SAB shared \$9 per semester; that amount is up to \$25 per semester a mere six years later. The cost of goods and services has increased less than twenty percent during that period.

Although I feel that FAC and SAB do good work and benefit the students here at Truman State University, I strongly believe this committee has completely

ignored the wishes of the students at large. I do recognize that we are trusted to make the best decisions for the student body here, but to go against the vast majority like that would just be insane. Given all the increases FAC and SAB have received in past review years, they should be just fine for another three years. I strongly dissent from the committee's overall decision to increase the activities fee and I urge Student Senate and the Student Association to reject our activities fee recommendation.

Respectfully submitted,

Robert Kelchen
Committee Chair