WMU Alert test set for today
At 2:30 p.m. Thursday, Sept. 22, a campuswide test of the WMU Alert system will include email notification to the email addresses of all members of the campus community, as well as text and phone messages to those who have previously opted in to the WMU Alert system.

The addition of campus email to the alert system is the result of updated regulations the Department of Education released in the 2016 edition of its Handbook for Campus Safety and Security Reporting. One new requirement is that even when an institution has an opt-in notification system, it must ensure the campus community receives emergency notifications and timely security alerts through a method that all can access.

Since all current students and employees have WMU email addresses, emergency notifications and timely warnings will also be sent as email messages to those accounts. Anyone who registered through WMU Alert by Sept. 20 for a text message, phone call or both will receive a text message or email in addition to email notification. Members of the campus community can sign up for WMU Alert through Go.WMU.

Applications open for research post
Qualified internal candidates are encouraged to apply for the position of associate vice president for research. Review of applications will begin Monday, Sept. 26. The full posting may be viewed at wmich.edu/hr/jobs.

Wayfinding comments being sought
A public presentation made to the campus community by campus wayfinding consultants Cloud Geshan is available for viewing at spaces.hightail.com/receive/CvHTG. The design firm made a presentation Sept. 12 on the work it has been doing for the University. Comments on the proposed changes are welcomed through Wednesday, Sept. 28, and should be directed to Christopher Pyzik in Facilities Management at chris.pyzik@wmich.edu.

Time to show homecoming spirit
University offices are encouraged to show off their homecoming spirit by participating in a banner-making competition. The department or office with the best banner will receive up to $10 Invisible Need “Gold” T-shirts. The banners, which are provided, will be displayed on campus and must be complete by Friday, Sept. 30. To sign up, email salp-event@wmich.edu.

Surplus Sales moving off campus
WMU Surplus Sales has held its last sale at the Activities Therapy Building. The unit will move into its new location, 635 W. Ransom St., during the month of October. For sale hours, visit wmich.edu/logisticalservices/surplus.

Two more facilities open amid fanfare
Members of the University and local communities celebrated the formal opening of the new home for WMU’s Kalamazoo Autism Center Sept. 17 and the recently completed Consumers Energy solar garden Sept. 16.

A treatment center for young people diagnosed on the autism spectrum, KAC is now located in a renovated building at 4202 S. Westnedge Ave. Among the officials making remarks during the grand opening was Richard Malott, professor of psychology and renowned behavior analysis expert who founded the center in 2008.

KAC is part of the WMU Autism Center for Excellence and has major funding from the Michigan Department of Health and Human Services. WMU’s extensive efforts to offer autism services and train professionals in the field attracted a $4 million award approved by the Michigan Legislature in 2014, and some of that funding supported the renovation of KAC’s new home.

WMU purchased the new facility a year ago. It will allow KAC to serve up to 40 young people ages 2 to 21 as well as to provide parent support services and be a resource on all aspects of autism assessment and treatments.

Just one day earlier, WMU dignitaries joined with Consumers Energy to open WMU Alert test set for today
At 2:30 p.m. Thursday, Sept. 22, a campuswide test of the WMU Alert system will include email notification to the email addresses of all members of the campus community, as well as text and phone messages to those who have previously opted in to the WMU Alert system.

The addition of campus email to the alert system is the result of updated regulations the Department of Education released in the 2016 edition of its Handbook for Campus Safety and Security Reporting. One new requirement is that even when an institution has an opt-in notification system, it must ensure the campus community receives emergency notifications and timely security alerts through a method that all can access.

Since all current students and employees have WMU email addresses, emergency notifications and timely warnings will also be sent as email messages to those accounts. Anyone who registered through WMU Alert by Sept. 20 for a text message, phone call or both will receive a text message or email in addition to email notification. Members of the campus community can sign up for WMU Alert through Go.WMU.

Applications open for research post
Qualified internal candidates are encouraged to apply for the position of associate vice president for research. Review of applications will begin Monday, Sept. 26. The full posting may be viewed at wmich.edu/hr/jobs.

Wayfinding comments being sought
A public presentation made to the campus community by campus wayfinding consultants Cloud Geshan is available for viewing at spaces.hightail.com/receive/CvHTG. The design firm made a presentation Sept. 12 on the work it has been doing for the University. Comments on the proposed changes are welcomed through Wednesday, Sept. 28, and should be directed to Christopher Pyzik in Facilities Management at chris.pyzik@wmich.edu.

Time to show homecoming spirit
University offices are encouraged to show off their homecoming spirit by participating in a banner-making competition. The department or office with the best banner will receive up to $10 Invisible Need “Gold” T-shirts. The banners, which are provided, will be displayed on campus and must be complete by Friday, Sept. 30. To sign up, email salp-event@wmich.edu.

Surplus Sales moving off campus
WMU Surplus Sales has held its last sale at the Activities Therapy Building. The unit will move into its new location, 635 W. Ransom St., during the month of October. For sale hours, visit wmich.edu/logisticalservices/surplus.

Two more facilities open amid fanfare
Members of the University and local communities celebrated the formal opening of the new home for WMU’s Kalamazoo Autism Center Sept. 17 and the recently completed Consumers Energy solar garden Sept. 16.

A treatment center for young people diagnosed on the autism spectrum, KAC is now located in a renovated building at 4202 S. Westnedge Ave. Among the officials making remarks during the grand opening was Richard Malott, professor of psychology and renowned behavior analysis expert who founded the center in 2008.

KAC is part of the WMU Autism Center for Excellence and has major funding from the Michigan Department of Health and Human Services. WMU’s extensive efforts to offer autism services and train professionals in the field attracted a $4 million award approved by the Michigan Legislature in 2014, and some of that funding supported the renovation of KAC’s new home.

WMU purchased the new facility a year ago. It will allow KAC to serve up to 40 young people ages 2 to 21 as well as to provide parent support services and be a resource on all aspects of autism assessment and treatments.

Just one day earlier, WMU dignitaries joined with Consumers Energy to open WMU Alert test set for today
At 2:30 p.m. Thursday, Sept. 22, a campuswide test of the WMU Alert system will include email notification to the email addresses of all members of the campus community, as well as text and phone messages to those who have previously opted in to the WMU Alert system.

The addition of campus email to the alert system is the result of updated regulations the Department of Education released in the 2016 edition of its Handbook for Campus Safety and Security Reporting. One new requirement is that even when an institution has an opt-in notification system, it must ensure the campus community receives emergency notifications and timely security alerts through a method that all can access.

Since all current students and employees have WMU email addresses, emergency notifications and timely warnings will also be sent as email messages to those accounts. Anyone who registered through WMU Alert by Sept. 20 for a text message, phone call or both will receive such a text message in addition to email notification. Members of the campus community can sign up for WMU Alert through Go.WMU.

Applications open for research post
Qualified internal candidates are encouraged to apply for the position of associate vice president for research. Review of applications will begin Monday, Sept. 26. The full posting may be viewed at wmich.edu/hr/jobs.

Wayfinding comments being sought
A public presentation made to the campus community by campus wayfinding consultants Cloud Geshan is available for viewing at spaces.hightail.com/receive/CvHTG. The design firm made a presentation Sept. 12 on the work it has been doing for the University. Comments on the proposed changes are welcomed through Wednesday, Sept. 28, and should be directed to Christopher Pyzik in Facilities Management at chris.pyzik@wmich.edu.

Time to show homecoming spirit
University offices are encouraged to show off their homecoming spirit by participating in a banner-making competition. The department or office with the best banner will receive up to $10 Invisible Need “Gold” T-shirts. The banners, which are provided, will be displayed on campus and must be complete by Friday, Sept. 30. To sign up, email salp-event@wmich.edu.

Surplus Sales moving off campus
WMU Surplus Sales has held its last sale at the Activities Therapy Building. The unit will move into its new location, 635 W. Ransom St., during the month of October. For sale hours, visit wmich.edu/logisticalservices/surplus.

Two more facilities open amid fanfare
Members of the University and local communities celebrated the formal opening of the new home for WMU’s Kalamazoo Autism Center Sept. 17 and the recently completed Consumers Energy solar garden Sept. 16.

A treatment center for young people diagnosed on the autism spectrum, KAC is now located in a renovated building at 4202 S. Westnedge Ave. Among the officials making remarks during the grand opening was Richard Malott, professor of psychology and renowned behavior analysis expert who founded the center in 2008.

KAC is part of the WMU Autism Center for Excellence and has major funding from the Michigan Department of Health and Human Services. WMU’s extensive efforts to offer autism services and train professionals in the field attracted a $4 million award approved by the Michigan Legislature in 2014, and some of that funding supported the renovation of KAC’s new home.

WMU purchased the new facility a year ago. It will allow KAC to serve up to 40 young people ages 2 to 21 as well as to provide parent support services and be a resource on all aspects of autism assessment and treatments.

Just one day earlier, WMU dignitaries joined with Consumers Energy to open Plan now to attend events at this year’s homecoming
Get your football tickets then scope out the tailgates and other exciting events taking place during the 2016 homecoming weekend festivities.
A variety of events, some requiring reservations, are listed at wmich.edu/homecoming.
Consider starting your celebration by attending the Distinguished Alumni Award Reception Friday, Oct. 7, and participating in the 18th annual Homecoming Campus Classic race, walk and fun run Saturday, Oct. 8.

And don’t forget to think about taking part in WMU’s attempt to break the Guinness World Record for “most vow renewals in one place.” Registration is required by Friday, Sept. 30, for this Saturday event.

Or, volunteer to ensure the event runs smoothly. Volunteers will serve as “official” record-attempt observers, direct couples to the correct areas, provide information at the event, and assist with check-in and greeting. Each volunteer will receive a special event T-shirt and be required to attend a half-hour orientation session.

To register or learn more, visit mywmu.com/vowvolunteer or contact chris.praezel@wmich.edu or (269) 387-8816.

Trustee Johnston lays out process for presidential search
A 22-member Presidential Search Advisory Committee with broad campus and community representation has been formed to identify a person to replace President John M. Dunn, who announced Aug. 1 his decision to retire at the end of June 2017. William D. Johnston, a WMU trustee and Kalamazoo-area businessman, will serve as chair of the committee. Johnston laid out a preliminary timeline during the Sept. 7 meeting of the WMU Board of Trustees.

He noted that Dunn’s announcement put activity in motion for the board to fulfill its fundamental fiduciary responsibility of selecting the ninth WMU president.

A list of leaders who represent the wide range of constituencies served by WMU was developed to put together the search committee. A recent board retreat allowed trustees to develop a profile of what they thought the next president should look like. A similar retreat for the new Presidential Search Advisory Committee in mid-September will allow that group to develop such a profile, as well.

Continued on page 4

Continued on page 4
WMU employees, dependent get tuition discount at Cooley

With first-year law classes being offered for the WMU Kalamazoo campus for the first time ever this fall, WMU Cooley Law School has introduced a new tuition reduction program for WMU employees and their spouses and children.

This program, which began with the fall 2016 semester, will lead to reduced tuition for qualified individuals who want to study law. Individuals who meet WMU Cooley’s admissions requirements and enroll there may get up to a 50 percent tuition reduction for an eligible individual who receives a scholarship for study at WMU Cooley, the benefit is reduced to 50 percent of the amount remaining after the scholarship is applied. WMU Cooley has numerous scholarship opportunities for students.

More information regarding law classes in Kalamazoo can be found at WMU Cooley’s site at cooley.edu/prospective/first1stwmu.html. Direct questions about admissions or tuition to WMU Cooley at admissions@cooley.edu or (517) 571-5140, ext. 5500.

WMU Cooley is offering 15 first-year credits over fall and spring semesters on the WMU campus during the 2016-17 academic year. Students can take their first credits in Kalamazoo and then transfer to the WMU Cooley campus of their choice to continue.

The offer will cover 50 percent of tuition for 90 credit hours toward a J.D. degree and/or 24 credits toward an LLM degree. All other fees and costs will be charged at standard rates. If an eligible individual contributes to the fund in 2009, making it a transformative period of American history. A Purple Heart award recipient, she also was lauded as the winner of the Pat Tillman Award at the Excellence in Sports Performance Yearly Award, known as ESPYS, in July 2015.

Her talk, “The Resilience Factor,” is sponsored by WMU’s Foundation Scholars, Kalamazoo Promise Scholars and Seita Scholars programs. For more information about the event, contact Ron Dillard at ronald.dillard@wmich.edu or (269) 387-6326.

Military literature subject of events

Iraq veteran Benjamin Busch will host workshops at 6:30 p.m. two more Wednesdays this fall for military veterans and their families. Workshop participants read and discuss military literature from “Homer” and “The Iliad” through contemporary times.

Participants will meet again Oct. 12 and Nov. 9 in 1245 Schneider Hall. Register by emailing margaret.vonsteinen@wmich.edu.

Political scientist co-writes book

J. Kevin Corder, political science, has co-written a book titled “Counting Women’s Ballots: Female Voters from Suffrage through the New Deal.” It was published in May by the Cambridge University Press and is part of the Cambridge Studies in Gender and Politics.

Corder and co-author Christina Wollbrecht from the University of Notre Dame examine a question that has eluded scholars for almost 100 years: How did the first female voters cast their ballots? Their book employs new data and novel methods, and improves understanding of the largest expansion of the American electorate during a transformative period of American history.

Emerita named outstanding alumna

Sandra Edwards, emerita in occupational therapy, has been honored as the 2016 Outstanding Alumna by the Department of Occupational Therapy at the University of Florida. The award is given annually to an outstanding alumna selected by the chair and faculty in that school’s OT department.

A letter announcing her award said Edwards was nominated for the prestigious honor based on her “excellence in professional practice and exceptional leadership in the advancement of the public health and health professions.”

During her 32-year career at WMU, Edwards earned an international and national reputation for her clinical research primarily in the area of pediatrics and interdisciplinary health care. She retired in 2006. The same year, faculty members, students and friends established the Sandra J. Edwards Scholarship. She and her husband, Al Garcia, contributed to the fund in 2009, making it the Sandra J. Edwards Endowed Scholarship for occupational therapy students.

Geographer starts GLOBE partnership

Todd Ellis, geography and Mallinson Institute, has brought to southwest Michigan work that he has been doing with the GLOBE program, a 21-year-old international citizen and school science program. GLOBE—Global Learning and Observations to Benefit the Environment—features participants from more than 110 countries collecting environmental observations and sharing their scientific investigations with other schools around the world.

Ellis has been a GLOBE partner for eight years and recently established a GLOBE partnership at WMU. He partnered with the Kalamazoo Nature Center in August to host their first GLOBE Training in the area at the Heronwood Field Station outside of Kalamazoo.

The workshop was funded by a WMU Faculty Research and Creative Activities Award and is the first workshop hosted by Ellis in Michigan.
Campuswide award winners to be feted at Fall Convocation

Editor’s note: Four campuswide award programs will be celebrated during the Fall Convocation Friday, Sept. 30. This issue honors winners from two of those programs. The other winners were noted in the Sept. 8 issue.

Distinguished Teaching Award

This honor is bestowed on faculty members who are exceptional educators and mentors, and demonstrate outstanding dedication in their professional duties.

Jennifer Machiorlatti is a professor of communication and director of undergraduate communication programs. A faculty member since 2004, Machiorlatti teaches in the areas of media and cultural studies, video and media production, film studies, communication and social justice, and intercultural communication.

Numerous nominators described her as an accomplished filmmaker who is an unusually skilled and creative teacher with an outstanding work ethic. They also praised her for providing a welcoming classroom environment. In addition, nominators were almost unanimously in lauding Machiorlatti for her commitment to student success, and they stressed that she is a mentor and role model as well as an excellent teacher.

Lisa Paulius is a professor of physics who joined the WMU faculty in 1993 and focuses her research on vortex dynamics in high temperature superconductors. Both faculty colleagues as well as students cited her for going the extra mile to help students learn, particularly by trying a variety of teaching methods and adopting innovations.

Nearly all of those nominating her reported that Paulius’ teaching innovations and methods, combined with her passion for physics and teaching, were instrumental in their classroom success. They also consistently praised her for providing steadfast patience and support. Women students especially noted that Paulius served as a mentor during their time at WMU and that she continued to provide encouragement as they moved on to graduate school and careers.

Emerging Scholar Award

This honor is bestowed on faculty members who are in the first decade of their WMU careers and are among the rising stars in U.S. higher education. It acknowledges the contributions of those who have achieved national recognition and demonstrated outstanding promise to achieve renown in their continuing work.

Jessaca Spybrook is an associate professor of educational leadership, research and technology. Spybrook has been a WMU faculty member since 2008. Nominators cited her for her roles as an education researcher, journal editorial board member and reviewer, grant program reviewer, consultant for research projects, and workshop presenter.

They also noted that she is a productive and influential scholar whose work has impacted both education research and public policy analysis, as well as garnered significant international and professional recognition. Her scholarly contributions are counted among those of the nation’s top applied statisticians and intervention researchers. Spybrook has served as the principal investigator or co-PI for research projects totaling about $3 million.

Broncos4Broncos campaign benefited students big time

The fiscal year 2016 Broncos4Broncos faculty-staff campaign ended at 30 percent, with donations totaling $487,338 to more than 295 designations. This was a 3 percent increase in participation from the past fiscal year and a 22 percent increase in dollars donated. “It just goes to show the dedication of Western’s faculty and staff to helping our students,” says Karen Pinkham, campaign coordinator in development and alumni relations.

“Nothing matter the size, every gift to Western Michigan University makes an impact.” Fiscal year 2016 gifts supported academic programs, international study opportunities, leadership and volunteer services, internships, and most of all, financial aid for WMU students. A highlighted area this year was the Invisible Need Project, which includes a student food pantry, emergency fund and health and emergency fund.

Donations to the emergency fund may be made anytime by purchasing a special T-shirt for game day. This year’s slogan is “Good as Gold.” To donate or learn more, visit mywmu.com/invisibleneed.

The 2017 campaign is running July 1 through June 30, 2017. All gifts are tax-deductible and 100 percent goes to the designated area Visit mywmu.com/employeegiving for details. Direct questions to Pinkham at karen.pinkham@wmich.edu or [269] 387-8700.

Service

The following faculty and staff members are recognized for 40, 35, 30, 25, 20, 15, 10 and five years of service during September.

30 Years—Christin Ann Fawley-Zehner, Valley Dining Center, and Gary Mathews, social work.

35 Years—Bernadette Ballard-Reid, research; Jane L. Harrison, admissions; and Sylvia R. Horton, landscape services.

40 Years—Shoshanna James, student financial aid and scholarships; and Nancy A. Kroes, information technology.

15 Years—Shirley I. Everett, Residence Life; Betty J. Hughes, University Libraries; and Wendy W. Proeschl, development and alumni relations.

10 Years—Ann M. Gant, Haenicke Institute; M’Myia Hughes, College of Education and Human Development; Anastasia V. Kaml, Haenicke Institute; and Dianna Elena Sachs, University Libraries.

Funeral arrangements are pending and will be announced at wmich.edu/news/obituaries when they become available.

Arthur T. Howson, assistant professor emeritus of education and professional development, died Aug. 15. He was 85. Howson joined the faculty in 1967 and retired in 1991 after 24 years of service.

Thomas L. Swihart, a former equipment operator in landscape services, died Aug. 24. He was 67. Swihart joined the staff in 1986 and retired in 2010 after 24 years of service.

Obituaries

Broncos4Broncos campaign benefited students big time

Bert Carr, a former vehicle mechanic in Facilities Management, died June 10. He was 90. Carr joined the staff in 1979 and retired in 1990 after 11 years of service.

James Croteau, professor of counselor education and counseling psychology, died suddenly after falling ill while cycling Sept. 18. He was 59.

Funeral arrangements are pending and will be announced at wmich.edu/news/obituaries when they become available.

Arthur T. Howson, assistant professor emeritus of education and professional development, died Aug. 15. He was 85. Howson joined the faculty in 1967 and retired in 1991 after 24 years of service.

Thomas L. Swihart, a former equipment operator in landscape services, died Aug. 24. He was 67. Swihart joined the staff in 1986 and retired in 2010 after 24 years of service.
Sept. 7 meeting.

the WMU Board of Trustees learned at its

30 saw gifts to WMU surpass $70 million,

by Grand Valley State University.

opened in April on property owned

college campus. A 3-megawatt plant

large-scale solar project in Michigan

at Parkview is Consumer's second

one to the potential of solar power."

attention of communities like this

ceremony. “It will help turn the

John M. Dunn during the opening

and research,” said WMU President

Consumers Energy for education

vided by our partnership with

Gifts to WMU during 2015-16 top $70 million

The 2015-16 fiscal year that concluded June

30 saw gifts to WMU surpass $70 million, the

WMU Board of Trustees learned at its

Sept. 7 meeting.

The year-end gift report to the board re-

lected a total of $70,302,260 in gifts, pledges

and deferred commitments made during the

year by 16,825 unique donors. The gift total is

the second largest the University has recorded

in the past 15 years.

Detailed information on gifts received

showed donors were focused during the year

on units across the campus. In addition to a

number of gifts made to each of the Univer-

sity’s seven degree-granting colleges, major

gifts were recorded to the WMU Homer

Stryker M.D. School of Medicine, WMU’s

Osher Lifelong Learning Institute and the

Division of Intercollegiate Athletics.

Meanwhile, trustees learned that the

grant total for the 2015-16 fiscal year was

just over $23.5 million, and grants are off

to a brisk start for the 2016-17 fiscal year,

which began July 1.

Continued from page 1

Two more facilities open amid fanfare

Consumers’ large array of solar panels

installed on the Parkview Campus.

“We’ll use the opportunity pro-

vided by our partnership with

Consumers Energy for education and

research,” said WMU President

John M. Dunn during the opening

ceremony. “It will help turn the

attention of communities like this

one to the potential of solar power."

The 1-megawatt solar power plant

at Parkview is Consumer’s second

large-scale solar project in Michigan

and the first actually located on a

college campus. A 3-megawatt plant

opened in April on property owned by

Grand Valley State University.

On Campus with La Shaunda Webb

Online classes as well as hybrid classes, those which combine face-to-face instruction with some Web-based learning, are growing trends in higher education and increas-
ingly popular at WMU.

La Shaunda Webb, instructional designer for Extended University Programs, coaches instructors at the University on how to build their online courses and make the transition from traditional class settings. She works individually with faculty to create the best experi-

ence for students, and her involvement level is as varied as the types of requests she gets.

“I work with instructors to help them structure the redesign of their courses, use online e-resources and tools they can use to build engaging activities for students,” Webb says.

“There’s the whole gamut of experience that professors bring with them when developing their courses. But there is a growing interest and need by people who want to enhance the classroom experience.”

Webb joined the WMU staff in November 2013 as an instructional technology coach and moved into her current role almost a year later. Typically, she says, the month before

and two weeks into each semester are her busiest times. She adds that demand for her

services has increased from faculty on and off campus because in addition to online instruction, there’s a growing interest in using elearning in classes.

A member of the Educational Technology Committee, Webb helps to research and recommend current and emerging technology that WMU can adopt. She also is a

member of the mid-Michigan chapter of the Association of Talent Development, helping organize speakers and planning networking activities for the West Michigan subgroup in Grand Rapids.

Originally from Detroit, Webb earned a bachelor’s degree from the University of Michi-

gan and then taught middle school reading and English to special education students in

Houston for nine years before returning to her home state. She earned a master’s degree

in human resource development while in Houston, and a master’s degree in business

administration from WMU in June.

Now that she’s done taking academic classes at WMU, Webb attends an exercise class and enjoys exploring west Michigan and playing with her dog. She also is very
crafty and an avid user of Pinterest.

Continued from page 1

Process for presidential search

A national search firm will then be engaged and a website developed to keep the commu-
nity apprised of progress in the search.

The goal is to have a new leader identified by the end of the academic year.

Along with Johnston, the following people, and their key WMU affiliations, make up the 2016-17 Presidential Search Advisory Committee: James B. Bolger,

trustee and search committee vice chair; Mary A. Asmonga-Knapp, trustee; Susan F. Ayers, Faculty Senate; Kathy Beauregard, intercollegiate athletics; Gary Bischof,
family and consumer sciences; Jody Bly-
linsky, institutional effectiveness; Damon Chambers, Graduate Student Association; J. Kevin Corder, political science; Satish Deshpande, Haworth College of Business; Thomas Edmonds, retired faculty member,

Thye Fischmann, Western Student As-

sociation; Harold Glasser, sustainability

office; Hal Jenson, WMU Homer Stryker

M.D. School of Medicine; Jennifer Lentner,

WMU Alumni Association; Dennis Moore,

American Federation of State, County and

Municipal Employees; Lisa Minnick, Ameri-
can Association of University Professors;

Shannon Rininger, Professional Support

Staff Organization; Karl Schuemann, Board of Trustees; Timothy Terrentine,
development and alumni relations; Martha

Warfield, diversity and inclusion; and Evelyn

Winfield-Thomas, institutional equity.