

Exhibit 1  
Transcript Volume 4 for the  
Pre-Election Hearing

OFFICIAL REPORT OF PROCEEDINGS

BEFORE THE

NATIONAL LABOR RELATIONS BOARD

SUB-REGION 11

In the Matter of:

Elon University,

Case Nos. 10-RC-231745

Employer,

and

SEIU Workers United Southern  
Region,

Petitioner.

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Place: Winston-Salem, North Carolina

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OFFICIAL REPORTERS

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UNITED STATES OF AMERICA  
BEFORE THE NATIONAL LABOR RELATIONS BOARD  
SUB-REGION 11

In the Matter of:

ELON UNIVERSITY,

Employer,

and

SEIU WORKERS UNITED SOUTHERN  
REGION,

Petitioner.

Case Nos. 10-RC-231745

The above-entitled matter came on for hearing, pursuant to notice, before **JENNIFER CORBIN**, Hearing Officer, at the National Labor Relations Board, Sub-Region 11, 4035 University Parkway, Suite 200, Winston-Salem, North Carolina 27106, on **Friday, December 14, 2018, 9:47 a.m.**

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**EXHIBITS**

**EXHIBIT**

**IDENTIFIED**

**IN EVIDENCE**

**Petitioner:**

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**PROCEEDINGS**

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HEARING OFFICER CORBIN: We're back on the record. It's Friday, December 14th, and we're resuming our hearing. The Petitioner has another witness.

5

MR. SMITH: Petitioner calls Sharon Eisner.

6

7

HEARING OFFICER CORBIN: Okay. Come on up. Stand right here and raise your right hand.

8

Whereupon,

9

**SHARON EISNER**

10

11

having been duly sworn, was called as a witness herein and was examined and testified as follows:

12

13

14

HEARING OFFICER CORBIN: Okay. If you'll have a seat right there. And if you'll state your name and then spell it for us so we have it correctly spelled.

15

THE WITNESS: Sharon Ruth Eisner. E-I-S-N-E-R.

16

**DIRECT EXAMINATION**

17

18

Q BY MR. SMITH: Good morning, Ms. Eisner. Could you -- are you currently an employee at Elon University?

19

A Yes, I am.

20

Q Could you briefly describe your educational background?

21

22

23

A I went to school -- I went for my undergraduate degree in Brooklyn College of New York in English and speech. I did my Master's Degree in interpersonal at UNC Chapel Hill.

24

Q And when did you start working at Elon?

25

A 2007.

1 Q And what position were you hired into?

2 A Adjunct instructor, full-time.

3 Q And what was the term of the contract you were hired for?

4 A One semester.

5 Q Have you had that same position since you were originally  
6 hired in 2007?

7 A Yes. I've been an adjunct instructor since 2007.

8 Q In what department have you worked for?

9 A The school of communication.

10 Q In the school of communications, have you ever attended  
11 department meetings?

12 A Yes. I started out attending department meetings.

13 Q And what happened when you attended department meetings?

14 A Things would come up for discussion. There would be  
15 votes, but I was not part of the voting process. I didn't have  
16 a vote. They would ask for people to be on committees, and I  
17 would offer to be on committees, but they said this is not for  
18 adjuncts. We're looking for other faculty.

19 Q And at that point in time, were you working a full-time  
20 course load, pretty much?

21 A Yes.

22 HEARING OFFICER CORBIN: What is full-time?

23 THE WITNESS: Full-time is 12 credits. For most people,  
24 that's three classes, but because I teach two-credit classes,  
25 that's six classes for me.

1 Q BY MR. SMITH: Have you ever had any responsibilities  
2 other than teaching?

3 A No.

4 Q Have you ever attended a university faculty meeting?

5 A No. Oh, I'm sorry, I just recently attended one last  
6 week.

7 Q Okay. And was that the first time you had ever --

8 A Yes.

9 Q -- attended a university faculty meeting?

10 A Yes.

11 Q I'm going to show you what we'll mark as --

12 MR. SMITH: I'm not sure what number we're at for the  
13 Petitioner.

14 UNIDENTIFIED SPEAKER: I think 11.

15 MR. SMITH: 11?

16 HEARING OFFICER CORBIN: Uh-huh.

17 **(Petitioner Exhibit Number 11 Marked for Identification)**

18 Q BY MR. SMITH: Have you seen this document before?

19 A Yes.

20 Q Tell me what it is.

21 A This is my contact that I sign every semester.

22 Q And is this the contract for the Fall 2018 semester?

23 A Let me look. Yes.

24 Q And in the second paragraph, is that a listing of the  
25 courses that you're currently teaching or you taught this

1 semester?

2 A Yes. One is missing. I also taught Elon 101.

3 Q Okay. And we'll come back to that in a minute.

4 For these courses who are listed, do you see the -- do you  
5 teach students who are pursuing majors in the College of Arts  
6 and Sciences in these courses?

7 A Yes, whoever signs up for these courses.

8 Q And does that -- that includes not only -- does that  
9 include students in addition to students in the communications  
10 department?

11 A Yes.

12 Q And has that been the case throughout your entire time  
13 working for Elon University?

14 A Yes.

15 Q And have you taught students in the School of Business?

16 A Yes.

17 Q In the School of Education?

18 A Yes.

19 Q Where do you teach your courses on campus?

20 A Every semester it's different. Sometimes Alamance,  
21 sometimes Mooney, sometimes Carlton, sometimes Char (phonetic).

22 Q What is the Mooney building?

23 A The education building.

24 Q What is the Carlton building?

25 A The language building.

1 Q And is language a department within the School of  
2 Communications?

3 A No.

4 Q So when you're teaching in buildings outside the School of  
5 Communications and you're in need of some sort of  
6 administrative support, what do you do?

7 A I knock on someone's door, either the main office or  
8 another faculty member, and I ask for what I need. If I need  
9 paper or marker or stapler. Usually, I go to the main office  
10 if I -- if it's on my floor.

11 Q Do other communications adjuncts also teach courses in  
12 buildings located in schools other than the School of  
13 Communications?

14 A Yes.

15 Q If you'll look back at your appointment letter for the  
16 Fall 2018, I see that some of these courses start with COM.  
17 What does that mean?

18 A Communication -- within the School of Communication.

19 Q Okay. And what's the significance of that?

20 A What's the significance of that? They can count for a  
21 major within the school of communication if they start with  
22 that designation. Any student can register for them. They're  
23 not limited to communication majors.

24 Q And the -- I see some other courses have the IDS.

25 A I think that stands for interdisciplinary studies.

1 Q Okay. Could you tell me the significance of that, how  
2 that's different from the communications designation?

3 A Well, my understanding is that there are more sections  
4 because although they might not be required for other majors,  
5 they're required for COM majors. But although they might not  
6 be required, they're highly recommended. Those are the public  
7 speaking classes. Business encourages their students to take  
8 them. Human resources, human services, there are a lot of  
9 departments that encourage their students to take those. So  
10 those are more likely to be spread among the majors.

11 HEARING OFFICER CORBIN: Is IDS is that under the School  
12 of Communication?

13 THE WITNESS: IDS is not managed specifically within the  
14 School of Communication, but they're all taught by  
15 communication people. This particular class of public speaking  
16 is taught by communication people. I don't understand exactly  
17 how it works, but I know that I hand in my syllabus to someone  
18 outside the School of Communication.

19 Q BY MR. SMITH: And I think you mentioned earlier you teach  
20 a course in addition to those listed in this letter?

21 A Yes.

22 Q Okay. What course is that?

23 A Elon 101.

24 Q And is that a credit-bearing course?

25 A One credit.

1 Q And are you paid for teaching that one-credit course?

2 A Yes.

3 Q And is that in addition to the compensation talked about  
4 in this letter?

5 A Yes.

6 Q Tell me about Elon 101.

7 A It's a class for first years. It's only offered in the  
8 fall when they come in, and it's a small cohort of students,  
9 like 16 at a time. And it's like an introduction to Elon type  
10 of class.

11 Q And does that include students who will pursue majors in  
12 all the different schools?

13 A Yes. Absolutely.

14 Q And is that offered through the School of Communications?

15 A No.

16 Q Did the university provide you any training on how to  
17 teach Elon 101?

18 A Yes.

19 Q Tell me about that training.

20 A Well, the office, I guess of academic advisement taught us  
21 about the needs of first years, what they might want from us.  
22 And they taught us specifically how to advise them toward  
23 choosing a major, toward making a four-year plan. You know,  
24 utilizing everything that the school has to offer. They gave  
25 us ideas for what to do in this course that would best serve

1 the students.

2 Q So is this like a course that you had to take or an  
3 orientation that the university provided?

4 A It was an orientation.

5 Q And were the faculty members participating in that from  
6 schools other than the School of Communications?

7 A Yes.

8 Q So were there also faculty member from the School of Arts  
9 and Sciences --

10 A Yes.

11 Q -- participating in that orientation? How long have you  
12 taught Elon 101?

13 A This is my third year.

14 Q Are you familiar with courses being cross-listed between  
15 two different departments?

16 A Yes.

17 Q What does it mean when a course is cross-listed?

18 A It means it can serve for your major requirement in more  
19 than one department.

20 Q Have you taught courses that were cross-listed between two  
21 departments?

22 A Only one.

23 Q What course was that?

24 A Gender, culture, and communication. It's a winter term  
25 course.

1 Q And when did you teach it?

2 A I've taught it three times. The last time was -- I'm not  
3 sure if it was four or five years ago.

4 Q Okay. And what department was it cross-listed with?

5 A To my memory, I think it was communication, I think  
6 psychology and either gender studies -- it might have been  
7 called women's studies at the time. They've had change in  
8 title.

9 Q So a student taking the course that you taught could get  
10 credit towards their psychology major for having taken that  
11 course?

12 A That's my understanding.

13 Q And the School of Psychology is located -- is the School  
14 of Psychology located within the School of Communications?

15 A No.

16 Q Where is it within the school or the university?

17 A I don't know.

18 HEARING OFFICER CORBIN: Can I ask, Elon 101, do only  
19 adjuncts teach that? Or is it --

20 THE WITNESS: I don't know the answer to that. My  
21 understanding is they ask for people who are interested who  
22 have been at the university for a little while. So nobody  
23 asked me if I was interested in teaching it until I had been  
24 there for some years.

25 Q BY MR. SMITH: Have you had other opportunities to

1 interact with faculty from schools other than the School of  
2 Communications?

3 A Yes, a few.

4 Q Could you give me some examples?

5 A Well, sometimes there are speakers that are really  
6 wonderful for classes to see outside of my own class. So for  
7 example, when I was teaching gender, culture, and  
8 communication, it was the diversity semester where winter term  
9 was focused in diversity. So the school invited Kip Fullbeck  
10 who wrote a book about growing up a Pacific Islander in  
11 America. He gave a lecture and about three or four different  
12 classes from across the university attended, including my  
13 class.

14 Q Do you remember the departments that the other classes  
15 were coming from?

16 A I remember one was, I believe, gender studies, or whatever  
17 it was called at that time. One -- I'm not sure if it was  
18 human services. They had a lot of accessibility questions in  
19 that class. That's what I remember, and inclusion questions.  
20 I don't remember exactly which departments they were from.

21 Q Were they from the Department of Communications?

22 A No, only mine was.

23 Q Have you had other opportunities to interact with faculty  
24 from other schools?

25 A Yes, at times.

1 Q Can you think of anymore examples?

2 A Yes. So there was a 21st birthday party that sometimes  
3 students will invite faculty to. And when I go, I sit at a  
4 table and meet people from other departments, maybe even my  
5 department that I don't know. So each student picks whoever  
6 they want to go with and we make a little speech about the  
7 student.

8 Q Is there assigned seating for that event?

9 A Yes, they're assigned tables.

10 Q So when you show up you're assigned to sit with other  
11 specific faculty members?

12 A Right.

13 Q And those faculty members -- are those faculty members  
14 from schools other than the School of Communications?

15 A Often.

16 Q Can you think of other examples?

17 A If I go to a lecture or if I have my students go to a  
18 lecture, you never know who's going to be there. I'm trying to  
19 think of other examples. At the Elon 101 orientation I meet  
20 people from all over.

21 Q Are you ever invited to attend -- to see speakers who are  
22 speaking on campus?

23 A Yeah, I'm often invited.

24 Q Do you sometimes attend --

25 A Yeah.

1 Q -- those speeches?

2 A Yeah.

3 Q And are those invitations -- are the faculty attending  
4 those sorts of speeches limited to faculty in the School of  
5 Communications?

6 A No.

7 Q So are there also faculty from the other schools that  
8 attend?

9 A Yes.

10 Q Do you recall any other sort of events that are  
11 university-wide, that you receive invitations to?

12 A Either formal or informal holiday parties, things like  
13 that. I do always receive an invitation to the holiday party.  
14 I can't think of any others off the top of my head.

15 HEARING OFFICER CORBIN: The holiday party for the whole  
16 university?

17 THE WITNESS: I'm not sure if it's just staff and faculty  
18 or just faculty, but they do always invite. I'm not -- it's  
19 definitely across the university.

20 HEARING OFFICER CORBIN: And the 21st birthday party, is  
21 that something that the university does?

22 HEARING OFFICER CORBIN: The university puts it on, I  
23 think every three months to celebrate the birthdays within  
24 those three months. And the students who are turning 21 in  
25 that time, ask for one of their favorite faculty members or

1       mentors to come with them. So it's just depending on who the  
2       students choose.

3       Q       BY MR. SMITH: Where do you live?

4       A       I live in Durham.

5       Q       How long is your commute to Elon?

6       A       An hour.

7       Q       And how many days a week were you actually on campus this  
8       past semester?

9       A       Always two days a week. I teach Tuesdays and Thursdays,  
10      and occasionally, I come up for another day for extra office  
11      hours.

12      Q       In past semesters, have you had different schedules?

13      A       Sometimes it's Monday, Wednesday, Friday.

14      Q       Are there always days where you're just not on campus at  
15      all?

16      A       Yeah.

17              MR. SMITH: All right. Nothing further.

18              MR. SANDS: Could we have a few minutes?

19              HEARING OFFICER CORBIN: Sure. Off the record for five  
20      minutes.

21      (Off the record at 10:04 a.m.)

22              HEARING OFFICER CORBIN: And the Employer has questions  
23      for Ms. Eisner?

24              MR. SANDS: Yeah.

25      ///

1

**CROSS-EXAMINATION**

2

Q BY MR. SANDS: Ms. Eisner, I'm Robert Sands representing  
3 Elon in this hearing. I do have a few follow-up questions from  
4 your direct testimony.

5

With respect to faculty meetings, you stated that you did  
6 attend one faculty meeting recently; is that correct?

7

A You're talking about university-wide faculty meetings?

8

Q Correct. Right.

9

A Yes.

10

Q Yes. And --

11

A I think it was last week.

12

Q Okay. And throughout your time at Elon, you have been  
13 invited to attend prior meetings, correct?

14

A I was informed about them for sure.

15

Q Okay. So you had the option to attend any of the  
16 meetings, but chose not to based on whatever reason?

17

A I didn't think they were for me.

18

Q Okay. Are you aware of the representative for part-time  
19 that's part of the academic counsel?

20

A Yes.

21

Q All right.

22

A We have one representative.

23

Q Okay. And do you understand that that representative  
24 receives issues from adjunct faculty or part-time faculty

25

that --

1 A Yes.

2 Q -- would be of interest? Okay. And have you had the  
3 opportunity to avail yourself of that by presenting issues to  
4 your representative?

5 A No.

6 Q Okay.

7 A I went to my chair and to my dean. I thought going to  
8 academic counsel would be going over their head.

9 Q Okay. And without getting in detail, what sort of  
10 category of issue would you present to your chair or your dean  
11 within the communication school?

12 A When I started I didn't get pension plan. I asked them  
13 why not. Or every five years I was told I had to work  
14 part-time at a fraction of my pay. And I asked them if there  
15 was any way around that. And I spoke to the chair, I spoke to  
16 the dean, I spoke to HR.

17 Q Okay.

18 A I didn't think that I had the option of going over their  
19 head and going to academic counsel.

20 Q Okay. So these are issues related to your particular  
21 arrangement with the university to teach is what it sounds  
22 like? These --

23 A I don't know that -- I don't know.

24 Q Okay.

25 A Because my chair and my dean said that that's the rule of

1 the university. So I'm not sure who makes the rules.

2 Q Okay.

3 A But I know that twice in 11 years I had to work part-time  
4 because that was the rule.

5 Q Have you -- again with reference to your job, have you  
6 presented issues that are more in terms of curriculum changes  
7 or more, you know, not personal to you, but issues with respect  
8 to programs of the university or anything of that nature?

9 A I've suggested possible course changes to put two courses  
10 together for winter or for a semester.

11 Q Okay. And to whom would you have presented that?

12 A To my chair.

13 Q To your chair. Okay. So in the Communications School,  
14 you would have a chair and then a dean --

15 A Right.

16 Q -- above the chair? Is that the way it works?

17 A Yeah.

18 Q Okay. All right. Now for clarification purposes, so  
19 while you may physically go teach around campus, you just kind  
20 of go wherever the class is assigned as far as a location,  
21 correct?

22 A Yeah.

23 Q Okay. Now -- and as far -- but you've never taught a  
24 course where you've been part of a Business School faculty,  
25 right?

- 1     A     No.
- 2     Q     All of your courses are within the Communications School?
- 3     A     And IDS.
- 4     Q     Okay.
- 5     A     And Elon 101.
- 6     Q     All right. But you're part of the Communications School
- 7     faculty even when you're teaching those, correct?
- 8     A     Right.
- 9     Q     Now you mentioned a course that you taught -- or you were
- 10    involved in -- well, you mentioned five years ago, I think it
- 11    was approximately five years ago that you -- that Kip Fullbeck
- 12    attended or was invited to speak?
- 13    A     That's right.
- 14    Q     Now he's not a professor at Elon, right? He's an outside
- 15    speaker?
- 16    A     That's correct.
- 17    Q     Okay. And was that part of the gender culture course?
- 18    Was that part of that?
- 19    A     We availed ourself of his visit as part of the course.
- 20    Q     Okay.
- 21    A     We were not responsible for inviting him.
- 22    Q     All right. Correct. Okay. Now were you teaching a
- 23    gender culture course five years ago?
- 24    A     Yes.
- 25    Q     Okay. Would --

1 A Approximately. I don't honestly remember --

2 Q -- okay.

3 A -- what year it was.

4 Q Like you had your own -- you were not co-teaching that  
5 course, correct?

6 A That is correct.

7 Q Okay.

8 HEARING OFFICER CORBIN: When you made the suggestion to  
9 the dean about combining classes or combining courses --

10 THE WITNESS: To the chair.

11 HEARING OFFICER CORBIN: -- oh, to the chair.

12 THE WITNESS: Yeah.

13 HEARING OFFICER CORBIN: Was that suggestion fulfilled,  
14 or?

15 THE WITNESS: No, it was not considered at all.

16 HEARING OFFICER CORBIN: Okay.

17 THE WITNESS: I asked if I should write it down. She  
18 said, no, it's not the way we work.

19 HEARING OFFICER CORBIN: And you also mentioned that when  
20 you began you didn't get pension?

21 THE WITNESS: Yes.

22 HEARING OFFICER CORBIN: But you do now? Did that change  
23 at some point in time?

24 THE WITNESS: It changed in October. Last month,  
25 month-and-a-half ago I got my first pension matching. I was

1 told when I -- do you want --

2 HEARING OFFICER CORBIN: Yeah.

3 THE WITNESS: -- I mean, should I answer?

4 HEARING OFFICER CORBIN: Yeah.

5 THE WITNESS: I was told when I started that I could not  
6 get pension. That was in 2007.

7 HEARING OFFICER CORBIN: Why not?

8 THE WITNESS: Because I was an adjunct.

9 HEARING OFFICER CORBIN: Okay.

10 THE WITNESS: I talked to the chair; I talked to the dean;  
11 I went to HR. I even talked to TIA Kreff (phonetic) to see if  
12 I could take my own personal account and join it. So I did not  
13 see a way to get pension at that time. I didn't ask any more  
14 questions.

15 When I found out a couple months ago that other adjuncts  
16 were getting pensions, I went back to my chair and I asked, and  
17 she said, yes, you're eligible to get a pension.

18 HEARING OFFICER CORBIN: What was the change?

19 THE WITNESS: I don't know, but it was in the faculty  
20 handbook. And I don't know when it happened. But it was in  
21 the faculty handbook that I was eligible for a pension, so I  
22 went to HR and they signed me up for a pension as of October.

23 HEARING OFFICER CORBIN: Does --

24 THE WITNESS: A matching pension.

25 HEARING OFFICER CORBIN: Okay. Is it called a 403(b) with

1 match?

2 THE WITNESS: I'm sorry; I don't know.

3 HEARING OFFICER CORBIN: You don't know. Okay.

4 THE WITNESS: I don't know. And I believe that I was  
5 eligible for a long time and didn't realize it.

6 Q BY MR. SANDS: You mentioned the 21st birthday event?

7 A Yes.

8 Q Is that -- that's -- is that something you're like paid to  
9 do?

10 A No.

11 Q Okay. That's -- how does it come about that you would be  
12 involved in that?

13 A Students invite a faculty member that they feel close to.

14 Q Okay.

15 A In my classes, there's a lot of discussion, a lot of  
16 sharing, so sometimes the students feel close to me.

17 Q Okay. So it's a social event for the student?

18 A Is it a social event?

19 Q Yeah.

20 A It's a university-sponsored birthday celebration.

21 Q Okay. All right. And in terms of the seating, you're  
22 invited by the student and you said assigned seating, you sit  
23 next to the student? Is that what --

24 A Yes.

25 Q -- what you're saying? Okay. And no assigned seating

1 with respect to schools or departments or anything like that?

2 A I don't know.

3 Q Okay.

4 A They seat me at a table, and I meet different people.

5 Q Okay.

6 A I don't know how the seating works exactly.

7 Q With respect to Petitioner 11, your adjunct faculty letter  
8 of agreement --

9 A Uh-huh.

10 Q -- who do you discuss that with each time to come up with  
11 a new arrangement? How does that work?

12 A The chair, Jessica Jesclair (phonetic), sends me a letter  
13 to say your classes have made enrollment, and we'll be offering  
14 you this letter and you can sign it at this time.

15 Q Okay. What's the timing of that process? Are you  
16 teaching in January?

17 A I am teaching in January.

18 Q Okay. Have you entered into a letter of agreement yet --

19 A I have not signed it, but I have verbally agreed to each  
20 in January.

21 Q Okay. So you'll be getting a document at some point?

22 A Yeah.

23 Q Okay. What about -- what about in the spring? It starts  
24 in February; is that right?

25 A Yes.

1 Q The spring semester? Is that -- what's the status of that  
2 for adjunct --

3 A I have been informed that my classes have met their  
4 enrollment.

5 Q Okay.

6 A And I've been offered a place in the spring.

7 Q Okay. So --

8 A I haven't signed the letter yet.

9 Q Do you have a letter yet? I mean --

10 A I'm sorry, I don't know.

11 Q Okay. All right.

12 A I usually sign it at the beginning of classes.

13 Q Okay. Oh, right, before -- right as a semester starts?

14 A Yeah. Yeah.

15 Q Okay. That's when you finally --

16 A Yeah.

17 Q -- the document? Okay. All right.

18 HEARING OFFICER CORBIN: Can we enter in Petitioner's 11?

19 MR. SANDS: No objection.

20 HEARING OFFICER CORBIN: Okay. Petitioner's 11 is  
21 received.

22 **(Petitioner Exhibit Number 11 Received into Evidence)**

23 MR. SANDS: I have no other questions.

24 MR. SMITH: No more questions.

25 HEARING OFFICER CORBIN: No more questions? Okay. There

1 are no more questions.

2 You can step down now.

3 THE WITNESS: Okay. Thank you so much.

4 HEARING OFFICER CORBIN: Any other witnesses?

5 MR. GHOSH: Not from the Petitioner.

6 HEARING OFFICER CORBIN: Okay. None from the Employer?

7 Okay. So --

8 MR. SANDS: None for the Employer.

9 HEARING OFFICER CORBIN: Okay. I wanted to take a second  
10 and briefly get on the record, I know there was talk about the  
11 exclusion of staff and what the unit should look like. So I'm  
12 looking at the amended petition, 5-B, the including paragraph,  
13 and the Petitioner is sticking with this group that's included  
14 in 5-B of the amended petition?

15 MR. GHOSH: Yes.

16 HEARING OFFICER CORBIN: Okay. And then I'm looking at  
17 the excluding paragraph and you wish to strike with faculty  
18 rank after the word staff?

19 MR. GHOSH: Right. Yeah. Yeah. Just the three words  
20 with faculty rank should be omitted.

21 HEARING OFFICER CORBIN: Okay. So we got that.

22 MR. GHOSH: And this was the same change that we  
23 discussed. I don't know --

24 HEARING OFFICER CORBIN: Earlier.

25 MR. GHOSH: -- a day or two ago.

1 HEARING OFFICER CORBIN: Yeah.

2 MR. SANDS: Correct. Correct.

3 HEARING OFFICER CORBIN: Okay. I just wanted to clarify  
4 that.

5 MR. SANDS: Now obviously, we have other positions on the  
6 unit, but the one that we think would clarify the inclusion is  
7 to strike the words and instructors because that's fairly broad  
8 term, and I think what the unit is asking for is visiting  
9 faculty, limited-term faculty and adjunct faculty.

10 MR. GHOSH: We think that inclusion is appropriate.

11 HEARING OFFICER CORBIN: Okay. We'll leave it in there.  
12 So I have a few more questions. If there is an alternate unit  
13 than the unit sought, is -- or if the unit sought is found to  
14 be inappropriate by the Regional Director or the Board, would  
15 the Petitioner still wish to proceed to an election in the unit  
16 determined?

17 MR. GHOSH: Yes.

18 HEARING OFFICER CORBIN: You're entitled to the list of  
19 voters for ten days prior to an election; would the Petitioner  
20 agree to waive that ten-day period to set -- if, you know, an  
21 earlier election date could be determined by the decision?

22 MR. GHOSH: Can you hold on just one second?

23 HEARING OFFICER CORBIN: Sure.

24 MR. GHOSH: We might be able to do that. It depends on  
25 the time frame. Like it depends on the, you know, time in

1 question.

2 HEARING OFFICER CORBIN: Okay. And the unit determined  
3 and --

4 MR. GHOSH: And the unit determined, yes.

5 HEARING OFFICER CORBIN: Okay.

6 MR. SANDS: So, I mean, the Union needs to address that  
7 now, don't we, before we close the hearing?

8 HEARING OFFICER CORBIN: Well, I mean, it's either you can  
9 agree to waive it or you can say that you want the ten-day  
10 period.

11 MR. GHOSH: Oh, I mean, if the election were ordered  
12 tomorrow, then we would want the ten-day period. If the  
13 election is ordered in July, then we may not need all ten days.

14 HEARING OFFICER CORBIN: Okay.

15 MR. SANDS: I mean, I'm just pointing out it doesn't work  
16 that way. You have to -- it's not --

17 HEARING OFFICER CORBIN: So you're not waiving it?

18 MR. SANDS: It's not like you can -- yeah.

19 MR. SMITH: I suppose if we cannot waive it now, but  
20 reserve the right to waive it in the future, once we know more  
21 about the date of the election?

22 HEARING OFFICER CORBIN: Okay. We can go with you're not  
23 waiving the ten days at this time.

24 MR. SANDS: And we side that you can't, like, decide  
25 later, your strategy based on what, you know, day of the

1 calendar it is. That's inappropriate.

2 HEARING OFFICER CORBIN: Well, at this point I want to get  
3 the parties' positions on an election if an election is  
4 directed in this unit or multiple units. With regards to a  
5 payroll ending date, you said that the Employer -- that would  
6 be the last day of each month?

7 MR. SANDS: That's right.

8 HEARING OFFICER CORBIN: And the most recent one would be  
9 November 30th of 2018?

10 MR. SANDS: That's correct.

11 HEARING OFFICER CORBIN: Okay. So can I get the  
12 Petitioner's position on the type of election, a date, a time,  
13 a location for an election?

14 MR. GHOSH: The Petitioner's position is that the election  
15 shall be conducted by mail ballot. We asked for the mail  
16 ballots to be out for nine days. Of course, the time period  
17 that we asked for is no longer feasible, but we ask for nine --  
18 a nine-day mail ballot. Mail ballot is more appropriate  
19 because all of the adjunct faculty here, limited-term faculty  
20 work different schedules. They're not all on campus on the  
21 same day. You know, you look at the course schedule calendar,  
22 people are teaching all different days. There's no single day  
23 or everyone is on campus.

24 Manual ballot is not practical given the fact that these  
25 people work off campus; they have other jobs; they need to

1 travel to campus. And mail ballot has been used in faculty  
2 elections across the country uniformly, and all -- practically  
3 all the regions, so we ask for mail ballot.

4 And in terms of eligibility, there -- because this is a  
5 contingent workforce, not all of them work every semester, it  
6 is appropriate to use an eligibility formula with a lookback  
7 period, which again, has been used in many, many adjunct  
8 faculty elections. The appropriate period, we believe, is  
9 people who are in the unit and working either in the fall 2018  
10 semester, or the spring 2018 semester, which is a simple one  
11 for determining eligibility.

12 HEARING OFFICER CORBIN: Okay. And so you said fall of?

13 MR. GHOSH: 2018 and spring of 2018.

14 HEARING OFFICER CORBIN: 2018 and spring of 2019?

15 MR. GHOSH: No, spring of 2018. The current semester and  
16 the one previous.

17 HEARING OFFICER CORBIN: Okay. So --

18 MR. GHOSH: We don't know who's teaching in the spring of  
19 2019 right now.

20 HEARING OFFICER CORBIN: Right. So the spring of 2017.

21 MR. GHOSH: No. No. Fall 2018, spring 2018.

22 HEARING OFFICER CORBIN: Right. So essentially one year  
23 back?

24 MR. GHOSH: Yeah. Well, current semester and one semester  
25 back.

1           HEARING OFFICER CORBIN: Uh-huh. And the Employer's  
2 position on the election details?

3           MR. SANDS: Well, first of all, we've asked the Union to  
4 do what we would consider to be the proper thing here, which is  
5 to actually have an election where the faculty members can go  
6 and vote on campus as they do with other issues. There's not a  
7 mail ballot process for Elon. And what we mean is that -- very  
8 simple -- it's a very simple solution is that the spring  
9 semester will begin February the 4th. All of these people  
10 we're talking about, virtually all of them, you know, will be  
11 back on campus teaching.

12           We've identified, I think, in my -- in our testimony, are  
13 materials; for example, there's the February 8th meetings where  
14 you've got school -- the schools have their own meetings where  
15 faculty will be attending. You can set a time period, you  
16 know, before or after, but it's 3:00 in the afternoon when it  
17 starts, so you could do, like, a two-hour period before then.

18           If there's a concern, obviously, we've had testimony about  
19 days of the week. If it's -- you know, if somebody happens to  
20 teach Tuesday, Thursday classes and wouldn't be there that  
21 Friday, we could do a following period, just like the day  
22 before. You know, Thursday afternoon.

23           That's the correct way to approach this. Now --

24           HEARING OFFICER CORBIN: Where on campus would you do it?

25           MR. SANDS: We put that in our original statement of

1 position, which is basically the student center. Yeah, I think  
2 we said Lakeside is the actual room, which is the -- it's the  
3 Moseley Center, number 30 on our Employer's Exhibit 10.

4 HEARING OFFICER CORBIN: So a Thursday and a Friday from 1  
5 to 5:00?

6 MR. SANDS: 1:00 to 3:00 -- I think 1:00 to 3:00 would be  
7 fine.

8 HEARING OFFICER CORBIN: 1:00 to 3:00.

9 MR. SANDS: Or we could do a -- you know, particularly for  
10 the Friday time, we could do the Thursday time, maybe  
11 another -- you know, maybe earlier in the day, or you know,  
12 10:00 to 12:00, or where you might capture, you know,  
13 overlapping with when the classes would be taught around that  
14 period.

15 HEARING OFFICER CORBIN: So --

16 MR. GHOSH: If I may just get one thing on the record?

17 HEARING OFFICER CORBIN: Uh-huh.

18 MR. GHOSH: Just to clarify, because opposing counsel  
19 spoke about how Elon normally does things. For the record,  
20 when Elon conducts elections of adjunct faculty, for example,  
21 for the part-time representative on the academic counsel, they  
22 conduct that election online because they're adjunct faculty  
23 who are not always on campus. And I refer the Region to page  
24 26 of the faculty handbook, Employer's Exhibit 2, where it  
25 states specifically that the adjunct elections are conducted

1 online and the analogate -- so analogously, mail ballot is more  
2 appropriate.

3 HEARING OFFICER CORBIN: What about foreign language  
4 ballots? Does the Petitioner have any need to have foreign  
5 language ballots or notices for an election?

6 MR. GHOSH: No need.

7 MR. SANDS: No. And going back, I think when it's online,  
8 I think it's actually physical presence when they're doing like  
9 an electronic voting process. But it's neither here nor there.  
10 I mean, the proper way to do an election, as you know, Board  
11 process is an in-person manual election if you can. You know,  
12 if you can do that here.

13 I do want to point out on the eligibility formula, they  
14 have -- by the time we have a decision here, of course, this  
15 semester will be over, so it makes -- you know, it's really --  
16 it's really not a situation where you're looking at, you know,  
17 who's working in the fall, necessarily. It's really looking to  
18 see who has a continued interest in the voting unit.

19 So we can brief this and we'll address the eligibility  
20 formula put forth by the Petitioner. I had not heard that  
21 until just then. But we would be looking at cases like C.W.  
22 Post and Minnesota College of Art and Design, and we would  
23 agree that there's a, you know, lookback component to that. In  
24 those cases, they use a three-year lookback.

25 HEARING OFFICER CORBIN: Let me ask, the Employer's

1 Exhibit 18 that has the amended proposed unit with 181 listed  
2 on it, is that for a three-year period? Or is that for the  
3 past two semesters, or --

4 MR. SANDS: No, that would be a -- that would have been  
5 created as a current semester list.

6 HEARING OFFICER CORBIN: That's for right now?

7 MR. SANDS: Right. Right.

8 HEARING OFFICER CORBIN: Okay.

9 MR. SANDS: As of that time. Yeah, I mean, we put  
10 together the list just as the Petitioner set it forth in their  
11 petition.

12 HEARING OFFICER CORBIN: Okay.

13 MR. SANDS: I mean, that's not our position, we just -- we  
14 did what we were instructed to do --

15 HEARING OFFICER CORBIN: Right.

16 MR. SANDS: -- by the Board, which was create a list based  
17 on the literal wording of the petition.

18 HEARING OFFICER CORBIN: Okay.

19 Sir, is there any other facts that the Regional Director  
20 should be aware of before scheduling an election for the  
21 earliest practical date or directing one?

22 MR. GHOSH: Nothing that's not already in the record.

23 HEARING OFFICER CORBIN: Yeah.

24 MR. SANDS: We have nothing to add on that at this time.

25 HEARING OFFICER CORBIN: For the Employer, if an election

1 is directed, who would be your onsite representative?

2 MR. SANDS: Mr. Shea.

3 HEARING OFFICER CORBIN: What's his title?

4 MR. SANDS: Can he go ahead and --

5 HEARING OFFICER CORBIN: Yes.

6 MR. SANDS: He's here. He's here in the room. I'll let  
7 him --

8 MR. SHEA: Associate vice president for business, finance,  
9 and technology.

10 HEARING OFFICER CORBIN: Okay. Can you spell -- what's  
11 your first and last name?

12 MR. SHEA: Robert, R-O-B-E-R-T, middle initial, J., Shea,  
13 S-H-E-A, Jr.

14 HEARING OFFICER CORBIN: And then can we get a mailing  
15 address for you on campus?

16 MR. SHEA: Sure. It would be Elon University, Campus Box  
17 2285, Elon, North Carolina 27244.

18 HEARING OFFICER CORBIN: An email address?

19 MR. SHEA: It's bshea, S-H-E-A, @elon.edu.

20 HEARING OFFICER CORBIN: Office number and a cell phone  
21 number?

22 MR. SHEA: Office phone number -- office location is  
23 Alamance, A-L-A-M-A-N-C-E, 107. And phone number is  
24 (336) 278-5428.

25 HEARING OFFICER CORBIN: Then I'll ask each party, if a

1 region -- if an election is directed, and this mainly pertains  
2 to a mail ballot, or a manual -- a manual election, you would  
3 each have an observer present for the manual election. So  
4 would the Region be able to communicate with your election  
5 observer regarding the election procedures and any issues that  
6 arise during the election? And could they be present for the  
7 pre-election conference and the ballot camp?

8 MR. SANDS: No problem.

9 MR. GHOSH: Yes, that's fine.

10 MR. SMITH: And, I mean, the Union makes that position  
11 with the understanding that we don't believe there's any way  
12 that a manual ballot could ever actually allow all faculty in  
13 the unit to cast a ballot in this election.

14 HEARING OFFICER CORBIN: Right. So the Regional Director  
15 will issue a decision in this matter as soon as practical, and  
16 we'll immediately transmit the document to the parties and  
17 their designated representatives by email. If an election is  
18 directed, the Employer must provide the voter list to be timely  
19 filed and served. The voter list must be received by the  
20 Regional Director and the parties named in the direction within  
21 two business days after the issuance of the direction, unless a  
22 longer period, based on extraordinary circumstances, as  
23 specified in the decision and direction of election.

24 A certificate of service on all the parties must be filed  
25 with the Regional Director when the voter list is filed. The

1     Region will no longer serve the voter list. The Employer must  
2     submit the voter list in an electronic format, approved by the  
3     General Counsel. Unless the Employer certifies that it does  
4     not have the capacity to produce the list in the required  
5     format, the list must be filed in common, everyday electronic  
6     file formats that can be searched accordingly. Unless  
7     otherwise agreed to by the parties, the list must be provided  
8     in a table in a Microsoft Word file, a .doc, or .docx or in a  
9     file that is compatible with Microsoft Word.

10           The first column of the list must begin by -- with each  
11     employee's last name, and the list must be alphabetized,  
12     overall, or by department, by last name. Because the list will  
13     be used during the election, the font size of the list must be  
14     equivalent to Times New Roman 10 or larger. That font does not  
15     need to be used, but the font must be of that size or larger.  
16     A sample form for the list is provided on the NLRB website.

17           The Board stated that it is presumptively appropriate for  
18     the Employer to produce multiple versions of the list where  
19     that -- where the data is required is kept in separate  
20     databases or files as long as all of the lists link the  
21     information to the same employees, using the same names, in the  
22     same order, and are provided within the allotted time. See  
23     Federal Regs Section 79 of Federal Regs, 74-356.

24           If the Employer provides multiple lists, lists used at the  
25     location will be the list containing the employees' names and

1 addresses. The list must include the full names, work  
2 location, shifts, job classifications, and contact information,  
3 including home address, available personal email addresses and  
4 available home and personal cell phone numbers of all eligible  
5 voters.

6 The employer must also include in a separate section of  
7 that list, the same information for those individuals the  
8 parties have agreed will be permitted to vote. Subject to  
9 challenge are those individuals who, according to the decision  
10 and direction of election, will be permitted to vote subject to  
11 challenge.

12 So yesterday, the parties gave their opinions on  
13 post-hearing briefs and the Regional Director has determined  
14 that he will permit post-hearing briefs to be filed. They need  
15 to be filed within seven days of the close of today. The  
16 hearing will close today, so seven days, that will be December  
17 21st.

18 MR. SANDS: Correct.

19 HEARING OFFICER CORBIN: And they need to be filed by the  
20 close of business. Our office closes at 4:30. So at 4:30,  
21 Friday, December 21st. They can be filed by e-filing on the  
22 Board's website, by mail, or by hand delivery. They cannot be  
23 filed by fax.

24 MR. GHOSH: Just to clarify --

25 HEARING OFFICER CORBIN: Uh-huh.

1           MR. GHOSH:  -- if they are e-filed, do they have to be  
2 e-filed by 4:30, or by e-filed by the end of the day?

3           HEARING OFFICER CORBIN:  E-filed by 4:30, yeah.  So --

4           MR. SANDS:  Can I ask a question?

5           HEARING OFFICER CORBIN:  Uh-huh.

6           MR. SANDS:  But raise an issue?  So in order to file a  
7 brief, we would need the transcript in order to cite to the  
8 record, and it seems like that is a very tight time frame in  
9 order to be able to accomplish that.  And it -- I mean, I would  
10 just request that we have the opportunity to file the brief  
11 seven days after receipt of the transcript.

12          HEARING OFFICER CORBIN:  Right.  I think the -- this is  
13 our case, so the transcripts will be expedited and they'll be  
14 provided electronically, correct?  So --

15          MR. SANDS:  Is that like Monday or Tuesday, or do we know?

16          HEARING OFFICER CORBIN:  They have a pretty quick  
17 turnaround.

18          MR. SANDS:  Okay.

19          HEARING OFFICER CORBIN:  So they'll be due on Friday the  
20 21st.

21          MR. SANDS:  Thank you.

22          HEARING OFFICER CORBIN:  Uh-huh.  So the briefs, the  
23 Regional Director is directing the briefs be limited to the  
24 legal analysis and the particular issues of this hearing, which  
25 would be the managerial status of the unit and the community of

1 interest of the unit. At this time, if you guys want to  
2 present oral arguments, you can do so. I'm not sure because --  
3 if you wish to still present oral arguments or --

4 MR. SANDS: Well, clarification on the brief, I -- we  
5 discussed the part-time eligibility formula, and I would like  
6 the opportunity to address that as well in the brief. I assume  
7 I'm not restricted from covering it as part of the information.

8 HEARING OFFICER CORBIN: It applies to the unit, so I  
9 don't see why that wouldn't be considered.

10 MR. SANDS: Right. Okay.

11 MR. SMITH: So just so we're clear, the issues that are  
12 being discussed in the brief are not limited to managerial  
13 status and community of interest?

14 HEARING OFFICER CORBIN: Anything that involves the unit.

15 MR. SMITH: So is that everything, or is it just  
16 managerial status and community of interest?

17 HEARING OFFICER CORBIN: I think that, you know,  
18 eligibility formula is something that the decision writer would  
19 still need to take each parties' consideration into for --

20 MR. SMITH: Okay. I think we're prepared to address mail  
21 ballot, community of interest -- or mail ballot eligibility,  
22 all of that today, if the -- you know -- as we were under  
23 expectation yesterday that would be the case.

24 HEARING OFFICER CORBIN: Uh-huh. Do -- so do you guys  
25 want to do oral arguments or -- is that -- we can go off the

1 record. We'll go off the record.

2 (Off the record at 10:53 a.m.)

3 HEARING OFFICER CORBIN: The parties -- I'll get -- have  
4 each been offered to present oral arguments.

5 Petitioner, would you like to present an oral argument at  
6 this time?

7 MR. GHOSH: No, we will present our positions in the  
8 brief.

9 HEARING OFFICER CORBIN: Okay.

10 MR. SANDS: And in view of the Petitioner's position on  
11 that, we will likewise present our arguments in our brief as  
12 well.

13 HEARING OFFICER CORBIN: Okay. I've asked the court  
14 reporter for an estimate of the transcript length and she's not  
15 able to provide one at this time. The parties have been  
16 advised that they can request expedited transcripts for this  
17 case. So -- and the parties are reminded that they should  
18 request an expedited copy of the transcript, and late receipt  
19 of the transcript will not be grounds for an extension of time  
20 to file briefs, but the Regional Director has allowed  
21 post-hearing briefs.

22 If there's nothing further, then the hearing will be  
23 closed. The hearing is closed.

24 **(Whereupon, the hearing in the above-entitled matter was closed**  
25 **at 10:57 a.m.)**

**CERTIFICATION**

This is to certify that the attached proceedings before the National Labor Relations Board (NLRB), Sub-Region 11, Case Number 10-RC-231745, Elon University and SEIU Workers United Southern Region, at the National Labor Relations Board, Sub-Region 11, 4035 University Parkway, Suite 200, Winston-Salem, North Carolina 27106, on Friday, December 14, 2018, 9:47 a.m., was held according to the record, and that this is the original, complete, and true and accurate transcript that has been compared to the reporting or recording, accomplished at the hearing, that the exhibit files have been checked for completeness and no exhibits received in evidence or in the rejected exhibit files are missing.

*Stephanie Novak*

---

Stephanie Novak

Official Reporter

Exhibit 2  
Board Exhibit 4 at the Pre-  
Election Hearing

# Ogletree Deakins

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December 6, 2018

John D. Doyle, Jr.  
Regional Director  
National Labor Relations Board/Region 10  
Harris Tower  
233 Peachtree Street N.E.; Suite 1000  
Atlanta, GA 30303-1531

RE: Elon University  
Case 10-RC-231745

Dear Mr. Doyle:

On behalf of Elon University ("Elon"), we submit the following supplement to Elon's statement of position filed with the NLRB today.

## **THE UNIT IS INAPPROPRIATE BECAUSE IT IS MADE UP OF "MANAGERIAL EMPLOYEES."**

Elon is a mid-sized, independent private university grounded in traditional liberal arts and sciences. Elon's faculty model is comprised of tenured and tenured track professors and permanent full-time faculty on a continuing or lecture track. Also, Elon's faculty includes the categories of visiting appointment, limited term and part-time.

It is Elon's position that the jobs included in the petition i.e., teaching positions including continuing faculty, lecturers, visiting appointment faculty, limited term, part-time faculty, and "staff with non-tenure teaching assignments" are "managerial employees" within the meaning of U.S. Supreme Court and NLRB precedent.

In *NLRB v. Yeshiva University*, 44 U.S. 672 (1980), the Supreme Court found the faculty members of Yeshiva University to be managerial employees, and thus excluded from the Act. In so concluding, the Court noted that a university is in the business of education, and accordingly, managerial faculty "formulate and effectuate management decisions by making operative the decisions of their employer." *Id.* at 682, citing *Bell Aerospace Co.*, 416 U.S. 267 (1974). The Board "clarified" the analytical framework applicable to cases involving the managerial status of university faculty in *Pacific Lutheran University*, 361 NLRB No. 157 (2014).

Pacific Lutheran is contrary to the holding of *NLRB v. Yeshiva University*, and should be reversed by the Board. Specifically, the Board majority in *Pacific Lutheran* reinstituted heightened

standards which the employer must demonstrate with respect to proving “managerial” status which the Supreme Court rejected.

In any event, applying the *Pacific Lutheran* requirements to the classifications identified above, Elon submits that the members of the teaching faculty are “managerial” and therefore would have divided loyalty should they be included in a collective bargaining unit. The Board identified five areas of faculty decision-making that are dispositive on whether faculty members actually or effectively control the decision making pertaining to central policies of the University and are thus “managerial employees” and not appropriately included in the bargaining unit. Primary areas include: (1) Academic Programs - establishing and setting requirements for curriculum, research, major and minor offerings, and certificate offerings; (2) Enrollment Management - setting the size, scope, and make-up of the student body; and (3) Finances - controlling issues related to financial decisions, including income, expenditure, net tuition, budget, and financial aid. Secondary areas include: (1) Academic Policies - teaching and research methods, grading, academic integrity, syllabus, and course content; and (2) Personnel Policies and Decisions - hiring, promotion, tenure, leave, and dismissal. Teaching faculty members at Elon, including those jobs within the scope of the unit, are substantially involved in the decision-making process with respect to the three primary areas listed above as well as the two secondary areas of academic policies and personnel policies. Through the Academic Council and various committees and task forces, the employees described by the Union’s petition exercise actual control or provide effective recommendation within Elon’s decision making structure in multiple ways, thus making them inappropriate for inclusion in any collective bargaining unit.

**THE PETITIONED-FOR UNIT IS INAPPROPRIATE BECAUSE THE FULL-TIME FACULTY DO NOT SHARE A COMMUNITY OF INTEREST WITH THE PART-TIME OR LIMITED MEMBERS OF THE FACULTY.**

The Union’s petition requests the inclusion of full-time and part-time faculty in the same unit. In *Minnesota College of Art and Design*, Case 18-RC-182546 (2016), the Regional Director was faced with a petition similar to the instant matter and concluded that full-time faculty and adjunct faculty do not share a community of interest and thus cannot be included in the same bargaining unit. Significantly, the full-time faculty members sought by the Union were not tenured members but rather achieved “quasi-tenure” once they reached full professor status in contrast to the part-time professors who were employed semester to semester. The Regional Director relied on the analysis of *New York University*, 205 NLRB 4 (1973), which involved “tenure track” professors versus those not so employed, to conclude that while the full-time professors shared many traditional community of interest factors with the part-time professors, they did not share a mutuality of interest in wages, benefits and other key factors, thus making it inappropriate to include them in same bargaining unit.

The Union’s petition to include Elon’s permanent full-time faculty in a unit with non-permanent and part-time faculty is defective for the reasons set forth by the Regional Director in *Minnesota College of Art and Design*. The full-time faculty members of Elon in permanent positions do not share a community of interest with the part-time and limited faculty in temporary

positions with respect to pay, benefits, job status and a variety of other factors. Accordingly, the petition must be dismissed.

#### **“STAFF” SHOULD BE EXCLUDED FROM THE PETITIONED-FOR UNIT**

The Union seeks to include “staff with non-tenure-track teaching assignments”. Presumably the Union is referring to employees who work in non-teaching positions at Elon. Such employees cannot be included in a unit with teaching faculty. The question is whether the fact that a staff member from time to time may teach a course would place them in community of interest with the faculty members included within the petitioned-for unit. The answer clearly is “no.” The staff members all have a primary job performing duties unrelated to teaching students. Teaching a course represents a very small percentage of the overall work time and thus does not convert them into faculty members. Their community of interest remains with the co-workers who are performing similar assignments, not with faculty members. Thus, a staff member that happens to teach a course should not be included in the bargaining unit.

#### **A MAIL BALLOT ELECTION IS NOT APPROPRIATE**

In the event the petition is not dismissed, we request the NLRB to reject the Union’s request for a mail ballot election.

“The Board’s longstanding policy is that representation elections should, as a general rule, be conducted manually.” Case Handling Manual, § 11301.2. When deciding whether to conduct a mail ballot election or a mixed manual-mail ballot election, the Regional Director should take into consideration at least the following situations that normally suggest the propriety of using mail ballots: (1) where eligible voters are “scattered” because of their job duties over a wide geographic area; (2) where eligible voters are “scattered” in the sense that their work schedules vary significantly, so that they are not present at a common location at common times; and (3) where there is a strike, a lockout or picketing in progress. *San Diego Gas & Elec.*, 325 NLRB 1143, 1145 (1998); see also Case Handling Manual, § 11301.2.

To the extent the faculty members of Elon can be said to be “scattered”, this is because the Union purposely filed its petition at the end of the semester with a proposed voting period during December when most faculty members will be off campus and many may travel out of town. The Union’s effort to avoid the Board’s preferred manual voting process should not be rewarded.

Holding a secret ballot election during the semester when the bargaining unit employees will be present at their worksite is the preferred method which should be followed by the Regional Director in this case. The employees work on a single campus and can easily report to a designated polling place during times which can be identified to insure maximum participation. Faculty members are accustomed to voting in person on campus on a variety of issues, not through the mail. The Spring semester will begin February 4, 2019, and holding the election on agreed-upon dates thereafter will not result in an undue delay in the election process.

John D. Doyle, Jr.  
Regional Director  
December 6, 2018  
Page 4

Ogletree  
Deakins

**CONCLUSION**

On behalf of Elon, we request that the petition be dismissed in its entirety for the reasons set forth above.

Very truly yours,

A handwritten signature in black ink, appearing to read "Robert O. Sands". The signature is written in a cursive, flowing style.

Robert O. Sands

36599864.1

UNITED STATES OF AMERICA  
NATIONAL LABOR RELATIONS BOARD  
**STATEMENT OF POSITION**

DO NOT WRITE IN THIS SPACE

Case No.  
10-RC-231745

Date Filed  
12/06/18

**INSTRUCTIONS:** Submit this Statement of Position to an NLRB Office in the Region in which the petition was filed and serve it and all attachments on each party named in the petition in this case such that it is received by them by the date and time specified in the notice of hearing.  
**Note:** Non-employer parties who complete this form are NOT required to complete items 8f or 8g below or to provide a commerce questionnaire or the lists described in item 7. In RM cases, the employer is NOT required to respond to items 3, 5, 6, and 8a-8e below.

|   |  |   |   |
|---|--|---|---|
| 1a. Full name of party filing Statement of Position:<br>Elon University   |  | 1c. Business Phone:<br>(336) 278-2000   | 1e. Fax No.:<br>404-870-1732                            |
| 1b. Address (Street and number, city, state, and ZIP code):<br>100 Campus Drive<br>Elon, NC 27244   |  | 1d. Cell No.:<br>678.296.5841   | 1f. e-Mail Address:<br>robert.sands@ogletreedeakins.com |
| 2. Do you agree that the NLRB has jurisdiction over the Employer in this case? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No<br>(A completed commerce questionnaire (Attachment A) must be submitted by the Employer, regardless of whether jurisdiction is admitted)   |  |   |   |
| 3. Do you agree that the proposed unit is appropriate? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No (If not, answer 3a and 3b.)  |  |   |   |
| a. State the basis for your contention that the proposed unit is not appropriate. (If you contend a classification should be excluded or included briefly explain why, such as shares a community of interest or are supervisors or guards.)<br><br>See attached Statement of Position  |  |   |   |
| b. State any classifications, locations, or other employee groupings that must be added to or excluded from the proposed unit to make it an appropriate unit.<br>Added:<br>N/A<br>Excluded:<br>Staff with non-tenure track teaching assignments   |  |   |   |
| 4. Other than the individuals in classifications listed in 3b, list any individual(s) whose eligibility to vote you intend to contest at the pre-election hearing in this case and the basis for contesting their eligibility.<br>As set forth in attached SOP, classifications listed in Petition are "managerial" employees and are therefore ineligible to vote in NLRB election. Certain part-time members are ineligible because they don't reach NLRB threshold requirements.   |  |   |   |
| 5. Is there a bar to conducting an election in this case? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, state the basis for your position.  |  |   |   |
| 6. Describe all other issues you intend to raise at the pre-election hearing.<br>As set forth in the attached Statement of Position, a secret ballot manual election is appropriate in this case rather than a mail ballot election.  |  |   |   |
| 7. The employer must provide the following lists which must be alphabetized (overall or by department) in the format specified at <a href="http://www.nlr.gov/what-we-do/conduct-elections/representation-case-rules-effective-april-14-2015">http://www.nlr.gov/what-we-do/conduct-elections/representation-case-rules-effective-april-14-2015</a> .<br>(a) A list containing the full names, work locations, shifts and job classification of all individuals in the proposed unit as of the payroll period immediately preceding the filing of the petition who remain employed as of the date of the filing of the petition. (Attachment B)<br>(b) If the employer contends that the proposed unit is inappropriate the employer must provide (1) a separate list containing the full names, work locations, shifts and job classifications of all individuals that it contends must be added to the proposed unit, if any to make it an appropriate unit, (Attachment C) and (2) a list containing the full names of any individuals it contends must be excluded from the proposed unit to make it an appropriate unit. (Attachment D). |  |   |   |
| 8a. State your position with respect to the details of any election that may be conducted in this matter. Type: <input checked="" type="checkbox"/> Manual <input type="checkbox"/> Mail <input type="checkbox"/> Mixed Manual/Mail   |  |   |   |
| 8b. Date(s):<br>Wed, 2/13/19 and Thurs, 2/14/19   | 8c. Time(s):<br>10:00 a.m. - 3:00 p.m.   | 8d. Location(s):<br>Lakeside meeting room   |   |
| 8e. Eligibility Period (e.g. special eligibility formula):<br>Part-time eligibility formula to be determined  | 8f. Last Payroll Period Ending Date:<br>10/31/18   | 8g. Length of payroll period<br><input type="checkbox"/> Weekly <input type="checkbox"/> Biweekly<br><input checked="" type="checkbox"/> Other (specify length) Monthly |   |
| 9. Representative who will accept service of all papers for purposes of the representation proceeding   |  |   |   |
| 9a. Full name and title of authorized representative<br>Robert O. Sands, Attorney   | 9b. Signature of authorized representative<br> | 9c. Date<br>12/05/18  |   |
| 9d. Address (Street and number, city, state, and ZIP code)<br>Ogletree, Deakins, Nash, Smoak & Stewart, P.C.<br>191 Peachtree Street, NE; Suite 4800<br>Atlanta, Georgia 30303  |  | 9e. e-Mail Address<br>robert.sands@ogletreedeakins.com  |   |
| 9f. Business Phone No.:<br>404.870.1707   | 9g. Fax No.:<br>404.870.1732   | 9h. Cell No.:<br>678.296.5841   |   |

WILLFUL FALSE STATEMENTS ON THIS PETITION CAN BE PUNISHED BY FINE AND IMPRISONMENT (U.S. CODE, TITLE 18, SECTION 1001)

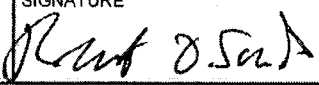
**PRIVACY ACT STATEMENT**

Solicitation of the information on this form is authorized by the National Labor Relations Act (NLRA), 29 U.S.C. Section 151 et seq. The principal use of the information is to assist the National Labor Relations Board (NLRB) in processing representation proceedings. The routine uses for the information are fully set forth in the Federal Register, 71 Fed. 74942-43 (December 13, 2006). The NLRB will further explain these uses upon request. Failure to supply the information requested by this form may preclude you from litigating issues under 102.66(d) of the Board's Rules and Regulations and may cause the NLRB to refuse to further process a representation case or may cause the NLRB to issue you a subpoena and seek enforcement of the subpoena in federal court.

## NATIONAL LABOR RELATIONS BOARD

**QUESTIONNAIRE ON COMMERCE INFORMATION**

Please read carefully, answer all applicable items, and return to the NLRB Office.  
If additional space is required, please add a page and identify item number.

|  |  |  |   |
|--|--|--|---|
| <b>CASE NAME</b><br>Elon University  |  | <b>CASE NUMBER</b><br>10-RC-231745   |   |
| <b>1. EXACT LEGAL TITLE OF ENTITY (As filed with State and/or stated in legal documents forming entity)</b><br>Elon University   |  |  |   |
| <b>2. TYPE OF ENTITY</b><br><input checked="" type="checkbox"/> CORPORATION <input type="checkbox"/> LLC <input type="checkbox"/> LLP <input type="checkbox"/> PARTNERSHIP <input type="checkbox"/> SOLE PROPRIETORSHIP <input type="checkbox"/> OTHER (Specify)   |  |  |   |
| <b>3. IF A CORPORATION OR LLC</b><br>A. STATE OF INCORPORATION OR FORMATION    B. NAME, ADDRESS, AND RELATIONSHIP (e.g. parent, subsidiary) OF ALL RELATED ENTITIES<br>North Carolina  |  |  |   |
| <b>4. IF AN LLC OR ANY TYPE OF PARTNERSHIP, FULL NAME AND ADDRESS OF ALL MEMBERS OR PARTNERS</b><br>N/A  |  |  |   |
| <b>5. IF A SOLE PROPRIETORSHIP, FULL NAME AND ADDRESS OF PROPRIETOR</b><br>N/A   |  |  |   |
| <b>6. BRIEFLY DESCRIBE THE NATURE OF YOUR OPERATIONS (Products handled or manufactured, or nature of services performed)</b><br>To own and operate a University and related facilities and programs of higher education  |  |  |   |
| <b>7A. PRINCIPAL LOCATION</b><br>Elon, NC  |  | <b>7B. BRANCH LOCATIONS</b><br>N/A   |   |
| <b>8. NUMBER OF PEOPLE PRESENTLY EMPLOYED</b><br>A. TOTAL    B. AT THE ADDRESS INVOLVED IN THIS MATTER<br>Approx. 1,700  |  |  |   |
| <b>9. DURING THE MOST RECENT (Check the appropriate box):</b> <input checked="" type="checkbox"/> CALENDAR <input type="checkbox"/> 12 MONTHS or <input type="checkbox"/> FISCAL YEAR    FY DATES  |  |  |   |
|  |  | YES  | NO  |
| A. Did you <b>provide services</b> valued in excess of \$50,000 directly to customers outside your State?<br>If no, indicate actual value.   |  |  |   |
| B. If you answered no to 9A, did you <b>provide services</b> valued in excess of \$50,000 to customers in your State who purchased goods valued in excess of \$50,000 from directly outside your State?<br>If no, indicate the value of any such services you provided.  |  |  |   |
| C. If you answered no to 9A and 9B, did you <b>provide services</b> valued in excess of \$50,000 to public utilities, transit systems, newspapers, health care institutions, broadcasting stations, commercial buildings, educational institutions, or retail concerns? If less than \$50,000, indicate amount.  |  |  |   |
| D. Did you <b>sell goods</b> valued in excess of \$50,000 directly to customers located outside your State?<br>If less than \$50,000, indicate amount.   |  |  |   |
| E. If you answered no to 9D, did you <b>sell goods</b> valued in excess of \$50,000 directly to customers located inside your State who purchased other goods valued in excess of \$50,000 from directly outside your State? If less than \$50,000, indicate amount.   |  |  |   |
| F. Did you <b>purchase and receive goods</b> valued in excess of \$50,000 from directly outside your State?<br>If less than \$50,000, indicate amount.   |  | X  |   |
| G. Did you <b>purchase and receive goods</b> valued in excess of \$50,000 from enterprises who received the goods directly from points outside your State? If less than \$50,000, indicate amount.   |  |  |   |
| H. <b>Gross Revenues</b> from all sales or performance of services (Check the largest amount):<br><input type="checkbox"/> \$100,000 <input type="checkbox"/> \$250,000 <input type="checkbox"/> \$500,000 <input type="checkbox"/> \$1,000,000 or more    If less than \$100,000, indicate amount.  |  |  |   |
| I. Did you <b>begin operations within the last 12 months?</b> If yes, specify date:  |  |  | X   |
| 10. ARE YOU A MEMBER OF AN ASSOCIATION OR OTHER EMPLOYEE GROUP THAT ENGAGES IN COLLECTIVE BARGAINING?<br><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO (If yes, name and address of association or group)  |  |  |   |
| 11. REPRESENTATIVE BEST QUALIFIED TO GIVE FURTHER INFORMATION ABOUT YOUR OPERATIONS  |  |  |   |
| NAME<br>Bob Shea   |  | TITLE<br>Associate VP for Business, etc.   | E-MAIL ADDRESS<br>bshea@elon.edu            |
|  |  |  | TEL. NUMBER<br>336-278-5428                 |
| 12. AUTHORIZED REPRESENTATIVE COMPLETING THIS QUESTIONNAIRE  |  |  |   |
| NAME AND TITLE<br>Robert Sands   |  | SIGNATURE<br> | E-MAIL ADDRESS<br>Robert.Sands@ogletree.com |
|  |  |  | DATE<br>12/6/2018                           |
| <b>PRIVACY ACT STATEMENT</b><br>Solicitation of the information on this form is authorized by the National Labor Relations Act (NLRA), 29 U.S.C. § 151 et seq. The principal use of the information is to assist the National Labor Relations Board (NLRB) in processing representation and/or unfair labor practice proceedings and related proceedings or litigation. The routine uses for the information are fully set forth in the Federal Register, 71 Fed. Reg. 74942-43 (Dec. 13, 2006). The NLRB will further explain these uses upon request. Disclosure of this information to the NLRB is voluntary. However, failure to supply the information may cause the NLRB to refuse to process any further a representation or unfair labor practice case, or may cause the NLRB to issue you a subpoena and seek enforcement of the subpoena in federal court. |  |  |   |

## Elon University Employees in Proposed Unit

| <b>Last Name</b>     | <b>First Name</b> | <b>Work Location</b>                                     | <b>Shift</b> | <b>Job Classification</b> |
|----------------------|-------------------|--|--------------|---------------------------|
| Adams                | Elizabeth         | Department of Psychology                                 | N/A          | Part Time                 |
| Adeyanju             | Ndidi             | Department of Psychology                                 | N/A          | Part Time                 |
| Akindahunsi          | Oluwole           | Department of Biology                                    | N/A          | Part Time                 |
| Al Fadaam            | Ahmed<br>Abdullah | School of<br>Communications                              | N/A          | Continuing Track          |
| Aldred               | Jo                | Department of Sociology<br>and Anthropology              | N/A          | Part Time                 |
| Aldrup-<br>Macdonald | John              | Department of World<br>Languages and Cultures            | N/A          | Part Time                 |
| Amaral               | Deborah           | Department of<br>Environmental Students                  | N/A          | Part Time                 |
| Anderson             | Janna             | School of<br>Communications                              | N/A          | Continuing Track          |
| Anderson             | Kyle              | Student Community<br>Engagement Program                  | N/A          | Staff                     |
| Artrip               | Ryan              | Department of Philosophy                                 | N/A          | Part Time                 |
| Auditori             | Jill              | Department of Political<br>Science and Policy<br>Studies | N/A          | Part Time                 |
| Avraham-Katz         | Boaz              | Department of World<br>Languages and Cultures            | N/A          | Part Time                 |
| Azar                 | Robert            | Department of<br>Management and<br>Entrepreneurship      | N/A          | Part Time                 |
| Bach                 | Bonnie            | Department of Music                                      | N/A          | Part Time                 |
| Bailey               | Elizabeth         | Department of Exercise<br>Science                        | N/A          | Lecture Track             |
| Baker                | Alice             | Department of Finance                                    | N/A          | Part Time                 |
| Barton               | Laura             | Department of Psychology                                 | N/A          | Part Time                 |
| Batchelor            | Thomas            | Department of Philosophy                                 | N/A          | Continuing Track          |
| Bauer                | Eric              | Department of Biology                                    | N/A          | Continuing Track          |
| Beasley              | Amy               | Department of Performing<br>Arts                         | N/A          | Limited Term              |
| Beck                 | John              | Department of History<br>and Geography                   | N/A          | Part Time                 |
| Beck                 | Lynn              | Department of Music                                      | N/A          | Lecture Track             |
| Bell                 | Patrick           | Department of<br>Management and<br>Entrepreneurship      | N/A          | Lecture Track             |
| Bernhardt            | Frank             | Department of Chemistry                                  | N/A          | Part Time                 |

**ATTACHMENT B**

## Elon University Employees in Proposed Unit

|                 |           |  |     |                  |
|-----------------|-----------|--|-----|------------------|
| Blank           | Leslie    | Department of Human Service Studies                | N/A | Part Time        |
| Bloesch         | Sarah     | Department of Religious Studies                    | N/A | Part Time        |
| Blue            | Richard   | Department of Mathematics and Statistics           | N/A | Part Time        |
| Booker          | Brandon   | Department of Communications                       | N/A | Part Time        |
| Booth           | Robert    | Department of Mathematics and Science              | NA  | Part Time        |
| Bower           | Cherie    | Department of Performing Arts                      | N/A | Part Time        |
| Bowers          | Michael   | Department of Music                                | N/A | Part Time        |
| Bowie           | Thomas    | Auxiliary Services                                 | N/A | Staff            |
| Brito           | Ramon     | Department of Music                                | N/A | Part Time        |
| Brown           | Avery     | Department of Exercise Science                     | N/A | Part Time        |
| Brown           | Eden      | Department of Music                                | N/A | Part Time        |
| Bruesehoff      | Gretchen  | Department of Music                                | N/A | Part Time        |
| Bryan           | Allison   | Curriculum Resource Center                         | N/A | Staff            |
| Buck            | Jo Ann    | Department of Management and Entrepreneurship      | N/A | Part Time        |
| Buckmaster      | Matthew   | Global Education                                   | N/A | Staff            |
| Burney          | Monica    | Department of Human Service Studies                | N/A | Part Time        |
| Burns           | Daniel    | Department of English                              | N/A | Part Time        |
| Burns           | Patricia  | Department of World Languages and Cultures         | N/A | Lecture Track    |
| Bush            | Catherine | Department of Biology                              | N/A | Part Time        |
| Bush            | Lee       | School of Communications                           | N/A | Continuing Track |
| Butler-Storsved | Lynda     | Department of Education and Wellness               | N/A | Lecture Track    |
| Butrico         | Michael   | Department of Music                                | N/A | Part Time        |
| Callaway        | Daniel    | Department of Performing Arts                      | N/A | Part Time        |
| Camilleri       | Susan     | Department of Political Science and Policy Studies | N/A | Continuing Track |
| Carrigan        | Emily     | Department of Psychology                           | N/A | Part Time        |
| Carter          | Brian     | Department of Music                                | N/A | Part Time        |

### Elon University Employees in Proposed Unit

|                  |                  |  |     |                  |
|------------------|------------------|--|-----|------------------|
| Carter           | Lisbeth Brittain | Department of Music                                | N/A | Part Time        |
| Castelblanco     | Daniel           | Department of World Languages and Cultures         | N/A | Part Time        |
| Causby           | Melody           | Department of Music                                | N/A | Limited Term     |
| Celona-Vangorden | Julie            | Department of Music                                | N/A | Part Time        |
| Chadwell         | Jeffrey          | Department of Marketing                            | N/A | Part Time        |
| Chapman          | Margaret         | Department of English                              | N/A | Lecture Track    |
| Chung            | Katie            | Department of Marketing and International Business | N/A | Part Time        |
| Church           | Lynne Marie      | Department of Music                                | N/A | Part Time        |
| Cogliano         | Jonathan         | Department of Economics                            | N/A | Part Time        |
| Colbert          | M.               | Department of Political Science and Policy Studies | N/A | Part Time        |
| Cornelius        | Polly            | Department of Music                                | N/A | Lecture Track    |
| Courtright       | Mark             | Department of Management and Entrepreneurship      | N/A | Lecture Track    |
| Cox              | Patricia         | Department of Accounting                           | N/A | Continuing Track |
| Crosby           | Kathleen         | Department of English                              | N/A | Part Time        |
| Cryan            | Mark             | Department of Sport Management                     | N/A | Continuing Track |
| Curry            | Bernard          | Department of Sociology and Anthropology           | N/A | Continuing Track |
| Cykert           | Linda            | Department of Music                                | N/A | Part Time        |
| Dalhouse         | Mark             | Study USA  | N/A | Staff            |
| Dancer           | Donald           | Department of Finance                              | N/A | Part Time        |
| Dellinger        | Andrew           | Department of Mathematics and Statistics           | N/A | Part Time        |
| Depro            | Brooks           | Department of Economics                            | N/A | Continuing Track |
| DeVries          | Mona             |  | N/A | Part Time        |
| DiRosa           | Samantha         | Department of Art and Art History                  | N/A | Continuing Track |
| Dockrill         | Chris            | Department of Athletics                            | N/A | Staff            |
| Donohue          | Colin            | School of Communications                           | N/A | Staff            |
| Donovan          | Alicia           | Department of World Languages and Cultures         | N/A | Part Time        |
| Doorley          | John             | School of Communications                           | N/A | Limited Term     |
| Dorsett          | Gerald           | Department of Environmental Studies                | N/A | Part Time        |

### Elon University Employees in Proposed Unit

|                |           |  |     |                  |
|----------------|-----------|--|-----|------------------|
| Eisner         | Sharon    | School of Communications                           | N/A | Part Time        |
| Elbitar        | Rabih     | Department of Marketing and International Business | N/A | Limited Term     |
| Elgamal        | Shereen   | Department of World Languages and Cultures         | N/A | Lecture Track    |
| Ellis-Holloway | Janelle   | Academic Advising                                  | N/A | Staff            |
| Ely            | Carla     | Department of Music                                | N/A | Part Time        |
| Emerson        | Emily     | Department of Performing Arts                      | N/A | Part Time        |
| Felton         | Christian | Department of Mathematics and Statistics           | N/A | Part Time        |
| Feng           | Xinyu     | Department of Mathematics and Statistics           | N/A | Part Time        |
| Fleming        | Nancy     | Department of Biology                              | N/A | Part Time        |
| Fletcher       | David     | Department of History and Geography                | N/A | Part Time        |
| Fowler         | Martin    | Department of Philosophy                           | N/A | Lecture Track    |
| Fox            | Jonathan  | School of Communications                           | N/A | Part Time        |
| Frigo          | Robert    | Service Learning and Community Engagement          | N/A | Staff            |
| Furnas         | Kelly     | School of Communications                           | N/A | Lecture Track    |
| Gallucci       | Kathleen  | Department of Biology                              | N/A | Continuing Track |
| Gambetta       | Charles   | Department of Music                                | N/A | Part Time        |
| Gao            | Binnan    | Department of World Languages and Cultures         | N/A | Lecture Track    |
| Gary           | Robin     | Department of Sociology and Anthropology           | N/A | Part Time        |
| Ghandour       | Bilal     | Department of Psychology                           | N/A | Continuing Track |
| Gilliam        | Shon      | Department of Physics                              | N/A | Staff            |
| Green          | Joseph    | Department of Management and Entrepreneurship      | N/A | Lecture Track    |
| Gruener        | Luba      | Department of Education and Wellness               | N/A | Limited Term     |
| Ha             | Chiwon    | Department of Performing Arts                      | N/A | Part Time        |
| Hackworth      | Richard   | Department of Management and Entrepreneurship      | N/A | Part Time        |
| Haq            | Sana      | School of Communications                           | N/A | Continuing Track |
| Harwood        | Marshall  | Department of Music                                | N/A | Part Time        |

### Elon University Employees in Proposed Unit

|                 |           |  |     |                  |
|-----------------|-----------|--|-----|------------------|
| Hasnaliyev      | Orkhan    | Department of Economics                            | N/A | Part Time        |
| Hedrick         | Bryan     | Department of Education and Wellness               | N/A | Lecture Track    |
| Henneton        | Mireille  | Department of World Languages and Cultures         | N/A | Part Time        |
| Hennis Besecker | Laura     | Department of Psychology                           | N/A | Part Time        |
| Herlin          | John      | Department of Economics                            | N/A | Part Time        |
| Herman          | G.        | Department of Philosophy                           | N/A | Part Time        |
| Hershberger     | Kathleen  | Department of Biology                              | N/A | Part Time        |
| Higham          | David     | Department of Marketing and International Business | N/A | Part Time        |
| Hill            | April     | Department of Music                                | N/A | Part Time        |
| Hlavaty         | George    | Department of English                              | N/A | Lecture Track    |
| Hoffman         | Kevin     | Department of Performing Arts                      | N/A | Limited Term     |
| Hogan           | Amy       | Department of Psychology                           | N/A | Lecture Track    |
| Hohertz         | Jeremy    | Department of Physics                              | N/A | Part Time        |
| Hone            | Erin      | Department of Education and Wellness               | N/A | Lecture Track    |
| Houlihan        | Gerrie    | Department of Performing Arts                      | N/A | Part Time        |
| Hovis           | Meredith  | Department of Environmental Studies                | N/A | Part Time        |
| Iwinski         | Mark      | Department of Art and Art History                  | N/A | Part Time        |
| Jacob           | Joseph    | Department of Education and Wellness               | N/A | Part Time        |
| Jacobs          | Joshua    | Department of Economics                            | N/A | Part Time        |
| Johnson         | William   | Department of Communications                       | N/A | Continuing Track |
| Johnson         | Frederick | Department of Music                                | N/A | Lecture Track    |
| Johnson         | Charles   | Department of Performing Arts                      | N/A | Continuing Track |
| Johnson         | Carroll   | Department of Performing Arts                      | N/A | Part Time        |
| Jones           | Jeffery   | Department of Performing Arts                      | N/A | Part Time        |
| Jones           | Timothy   | Department of Physics                              | N/A | Part Time        |
| Jordan          | Brooke    | Department of Human Service Studies                | N/A | Part Time        |
| Juth            | Eric      | Department of Art and Art History                  | N/A | Part Time        |
| Kaizen          | Jody      | Department of Performing Arts                      | N/A | Part Time        |

## Elon University Employees in Proposed Unit

|                 |                |  |     |                  |
|-----------------|----------------|--|-----|------------------|
| Kass            | Douglas        | Department of Communications                       | N/A | Continuing Track |
| Kasserman       | Robert         | Department of Marketing and International Business | N/A | Part Time        |
| Keith           | Marc           | Department of English                              | N/A | Part Time        |
| Kier            | Laurin         | Department of Sociology and Anthropology           | N/A | Visiting         |
| Kimbrough       | Jennifer       | Department of Public Health Studies                | N/A | Part Time        |
| Kirk            | Ryan           | Department of History and Geography                | N/A | Continuing Track |
| Kleckner        | Michele        | Department of Computing Sciences                   | N/A | Lecture Track    |
| Kosusko         | Rhonda         | Student Professional Development Center            | N/A | Staff            |
| Kremer          | Brian          | Department of Performing Arts                      | N/A | Continuing Track |
| Kuhn            | Lina           | Department of English                              | N/A | Part Time        |
| Kupatdze        | Ketevan        | Department of World Languages and Cultures         | N/A | Lecture Track    |
| Lachapelle      | Maria          | Department of Management and Entrepreneurship      | N/A | Part Time        |
| Lacy            | Laura          | School of Communications                           | N/A | Part Time        |
| Lang Hilgartner | Judith Kristin | Department of World Languages and Cultures         | N/A | Limited Term     |
| Lange           | Kristin        | Department of World Languages and Cultures         | N/A | Visiting         |
| Lanier, Jr.     | Danny          | Department of Accounting                           | N/A | Continuing Track |
| LaRocco         | Sharon         | Department of Music                                | N/A | Staff            |
| Lashley         | Kara           | School of Communications                           | N/A | Continuing Track |
| Lavoie          | Jean Paul      | Teaching and Learning Technologies                 | N/A | Staff            |
| Leaf-Prince     | Patricia       | Department of English                              | N/A | Part Time        |
| Leamy           | Deborah        | Department of Performing Arts                      | N/A | Part Time        |
| Ledford         | Jennifer       | Department of Performing Arts                      | N/A | Part Time        |
| Lee             | Richard        | Department of English                              | N/A | Lecture Track    |
| Lee             | Kenneth        | Department of Music                                | N/A | Part Time        |
| Leonard         | Amy            | Department of Education and Wellness               | N/A | Part Time        |
| Ligo            | Seth           | Department of Religious                            | N/A | Part Time        |

## Elon University Employees in Proposed Unit

|                 |           |   |     |                  |
|-----------------|-----------|---|-----|------------------|
|                 |           | Studies                                       |     |                  |
| Liu             | Xin       | Department of Management and Entrepreneurship | N/A | Part Time        |
| Love            | Anna      | Department of World Languages and Cultures    | N/A | Part Time        |
| Lundeen         | Shannon   | Provost                                       | N/A | Staff            |
| Manring         | Susan     | Department of Management and Entrepreneurship | N/A | Part Time        |
| Marino          | Mena      | Department of World Languages and Cultures    | N/A | Part Time        |
| Martin          | Robert    | Department of Management and Entrepreneurship | N/A | Part Time        |
| Martina         | Alyssa    | Martha & Spencer Love School of Business      | N/A | Staff            |
| Martin-Seaver   | Madeline  | Department of Philosophy                      | N/A | Limited Term     |
| Mayer           | Anthony   | Department of Environmental Studies           | N/A | Part Time        |
| Mays            | Janet     | Department of Mathematics and Science         | N/A | Lecture Track    |
| Mazarick        | Megan     | Department of Performing Arts                 | N/A | Part Time        |
| McCain          | Elizabeth | Department of Accounting                      | N/A | Part Time        |
| McGraw          | David     | Department of Performing Arts                 | N/A | Continuing Track |
| McKinney        | Bryan     | Department of Education and Wellness          | N/A | Part Time        |
| McManamy        | Mary      | Department of Chemistry                       | N/A | Lecture Track    |
| McMillion       | Rebecca   | Department of Human Service Studies           | N/A | Part Time        |
| McNeela         | Catherine | Department of Performing Arts                 | N/A | Continuing Track |
| Medler          | Charles   | Department of Performing Arts                 | N/A | Part Time        |
| Meeks           | Olivia    | Department of Performing Arts                 | N/A | Part Time        |
| Mehas           | Shayna    | Department of History and Geography           | N/A | Limited Term     |
| Mendoza Castano | Ricardo   | Department of World Languages and Cultures    | N/A | Lecture Track    |
| Meyer           | Jessica   | Department of Art and Art History             | N/A | Part Time        |
| Miller          | Philip    | Department of Human                           | N/A | Lecture Track    |

## Elon University Employees in Proposed Unit

|                  |           |  |     |                    |
|------------------|-----------|--|-----|--------------------|
|                  |           | Service Studies                                    |     |                    |
| Moccia           | Loredana  | Department of World Languages and Cultures         | N/A | Part Time          |
| Moore            | Amanda    | Department of Performing Arts                      | N/A | Part Time          |
| Moore            | Ethan     | Elon College, the College of Arts and Sciences     | N/A | Staff              |
| Moran            | Victor    | Department of Accounting                           | N/A | Part Time          |
| Moreau           | Claudine  | Department of Physics                              | N/A | Lecture Track      |
| Morehead         | Craig     | Department of English                              | N/A | Part Time          |
| Moura            | David     | Department of Management and Entrepreneurship      | N/A | Part Time          |
| Mujanovic        | Jasmin    | Department of Political Science and Policy Studies | N/A | Part Time          |
| Mukherjee        | Sriparna  | Department of Chemistry                            | N/A | Part Time          |
| Mullican         | John      | Department of Performing Arts                      | N/A | Staff              |
| Needham          | Stephanie | Department of English                              | N/A | Part Time          |
| Negin            | Max       | School of Communications                           | N/A | Continuing Track   |
| Nelson           | Thomas    | School of Communications                           | N/A | Professional Track |
| Nepocatych       | Svetlana  | Department of Exercise Science                     | N/A | Continuing Track   |
| Newton           | Joseph    | Department of Music                                | N/A | Part Time          |
| Niedziela        | Carl      | Department of Biology                              | N/A | Part Time          |
| Novine-Whittaker | Virginia  | Department of Music                                | N/A | Lecture Track      |
| Nowosiadlo       | Danielle  | Department of Education and Wellness               | N/A | Part Time          |
| Oakes            | Scott     | Department of Marketing and International Business | N/A | Part Time          |
| Olson            | Julianne  | Department of Music                                | N/A | Part Time          |
| O'Neal           | Crystal   | Department of Human Service                        | N/A | Part Time          |
| Osman            | Youssef   | School of Communications                           | N/A | Continuing Track   |
| Pagoria          | Jan       | Martha & Spencer Love School of Business           | N/A | Staff              |
| Pakdil Kesgin    | Sumeyye   | Department of Religious Studies                    | N/A | Part Time          |
| Parker           | David     | Department of Biology                              | N/A | Lecture Track      |
| Parker           | John      | Department of Chemistry                            | N/A | Part Time          |

## Elon University Employees in Proposed Unit

|               |              |   |     |                    |
|---------------|--------------|---|-----|--------------------|
| Patch         | Paula        | Department of English                         | N/A | Lecture Track      |
| Perdue        | Robert       | Department of Sociology and Anthropology      | N/A | Continuing Track   |
| Piland        | Charles      | School of Communications                      | N/A | Lecture Track      |
| Pinnix        | Zandra       | Department of Biology                         | N/A | Part Time          |
| Poole         | Mariana      | Department of Music                           | N/A | Part Time          |
| Post          | April        | Department of World Languages and Cultures    | N/A | Lecture Track      |
| Pratson       | Elizabeth    | Department of Physics                         | N/A | Part Time          |
| Price         | John         | Department of Psychology                      | N/A | Part Time          |
| Ramsey        | Ashlee       | Department of Performing Arts                 | N/A | Part Time          |
| Rao           | Narasinga    | Department of Chemistry                       | N/A | Part Time          |
| Reid          | Sandra       | Department of Human Service Studies           | N/A | Lecture Track      |
| Roberson      | Dewayne      | Department of Management and Entrepreneurship | N/A | Part Time          |
| Roberts       | James        | Department of Music                           | N/A | Part Time          |
| Rodenbough    | Mary Frances | School of Communications                      | N/A | Part Time          |
| Rosario       | Carrie       | Department of Public Health Services          | N/A | Part Time          |
| Rosenberg     | Lisa         | Department of Mathematics and Statistics      | N/A | Lecture Track      |
| Russell       | Larry        | Department of Religious Studies               | N/A | Lecture Track      |
| Sabo          | Elma         | School of Communications                      | N/A | Part Time          |
| Saltz-Spieker | Staci        | School of Communications                      | N/A | Lecture Track      |
| Schiemer      | Heidi        | Department of Performing Arts                 | N/A | Staff              |
| Schoenrock    | Sarah        | Department of Chemistry                       | N/A | Part Time          |
| Scovell       | Monica       | Department of World Languages and Cultures    | N/A | Part Time          |
| Shim          | Insuk        | Department of Mathematics and Statistics      | N/A | Part Time          |
| Sivayogan     | Nagalingam   | Department of Physics                         | N/A | Part Time          |
| Skidmore      | Daniel       | Department of Music                           | N/A | Part Time          |
| Skogen        | Meaghan      | Department of Music                           | N/A | Part Time          |
| Skube         | Michael      | School of Communications                      | N/A | Professional Track |

### Elon University Employees in Proposed Unit

|                |           |  |     |                  |
|----------------|-----------|--|-----|------------------|
| Small          | Evan      | Campus Recreation and Wellness                     | N/A | Staff            |
| Smith          | Michael   | Department of English                              | N/A | Part Time        |
| Smith          | Russell   | Department of Music                                | N/A | Part Time        |
| Smith          | David     | Department of Religious Studies                    | N/A | Part Time        |
| Smith          | Philip    | New Student and Transition Programs                | N/A | Part Time        |
| Sparks         | Aaron     | Department of Political Science and Policy Studies | N/A | Continuing Track |
| Squadron       | William   | Department of Sport Management                     | N/A | Part Time        |
| Strigley       | Grace     | Department of Psychology                           | N/A | Part Time        |
| Stair          | Jessica   | Department of Art and Art History                  | N/A | Part Time        |
| Stein          | Helen     | Department of English                              | N/A | Part Time        |
| Stevens        | Elizabeth | Department of Management and Entrepreneurship      | N/A | Part Time        |
| Stevenson      | Clay      | Department of Music                                | N/A | Lecture Track    |
| Stonitsch      | Todd      | Department of Finance                              | N/A | Continuing Track |
| Strickland     | Michael   | Department of English                              | N/A | Lecture Track    |
| Strohush       | Vitaliy   | Department of Economics                            | N/A | Continuing Track |
| Stuart         | Burton    | Department of Mathematics and Statistics           | N/A | Part Time        |
| Summers        | Billy     | Department of Music                                | N/A | Part Time        |
| Swanepoel      | Pieter    | Department of Accounting                           | N/A | Lecture Track    |
| Swanner        | Julie     | Department of Marketing and International Business | N/A | Part Time        |
| Tapler         | Amanda    | Department of Public Health Studies                | N/A | Lecture Track    |
| Terry          | Aaron     | Department of Marketing and International Business | N/A | Part Time        |
| Thomas         | Robert    | Department of Education and Wellness               | N/A | Part Time        |
| Thomas         | Katherine | Department of Music                                | N/A | Part Time        |
| Thomas-Laemont | Patricia  | Department of Environmental Studies                | N/A | Part Time        |
| Thurman        | Sabrina   | Department of Psychology                           | N/A | Continuing Track |
| Tonkins        | Nagatha   | School of Communications                           | N/A | Staff            |
| Tornow         | Justin    | Department of Performing Arts                      | N/A | Part Time        |

### Elon University Employees in Proposed Unit

|             |           |  |     |                  |
|-------------|-----------|--|-----|------------------|
| Tosczak     | Mark      | School of Communications                           | N/A | Part Time        |
| Tourek      | Sara Ruth | Department of Performing Arts                      | N/A | Part Time        |
| Train       | Tonya     | Department of Biology                              | N/A | Continuing Track |
| Trexler     | Elizabeth | Department of World Languages and Cultures         | N/A | Part Time        |
| Triche      | Nicole    | School of Communications                           | N/A | Continuing Track |
| Turanchik   | Thomas    | Department of Music                                | N/A | Part Time        |
| Urquhart    | Elizabeth | Department of Management and Entrepreneurship      | N/A | Part Time        |
| Usry        | Kaye      | Department of Political Science and Policy Studies | N/A | Continuing Track |
| Vankrevelen | Ryne      | Department of Mathematics and Statistics           | N/A | Lecture Track    |
| Vincent     | Harold    | School of Communications                           | N/A | Lecture Track    |
| Wade        | Portia    | Department of Education and Wellness               | N/A | Lecture Track    |
| Wagner      | Steven    | Department of Economics                            | N/A | Part Time        |
| Walch       | Teresa    | Department of Education and Wellness               | N/A | Part Time        |
| Wall        | Deborah   | Student Professional Development Center            | N/A | Staff            |
| Wallace     | Heather   | Department of Philosophy                           | N/A | Part Time        |
| Walsh       | Brian     | School of Communications                           | N/A | Continuing Track |
| Washington  | Leah      | Department of Exercise Science                     | N/A | Lecture Track    |
| Wattad      | Nizar     | School of Communications                           | N/A | Part Time        |
| Weller      | Paul      | Department of Chemistry                            | N/A | Staff            |
| Weller      | Paula     | Department of Accounting                           | N/A | Lecture Track    |
| West        | Jeffrey   | Department of Education and Wellness               | N/A | Part Time        |
| Wheeler     | Nina      | Department of Performing Arts                      | N/A | Part Time        |
| Wilkinson   | Kyle      | School of Communications                           | N/A | Part Time        |
| Wimperis    | Tedd      | Department of World Languages and Cultures         | N/A | Part Time        |
| Winter      | Marna     | Department of Education                            | N/A | Lecture Track    |

### **Elon University Employees in Proposed Unit**

|        |           |  |     |                  |
|--------|-----------|--|-----|------------------|
|        |           | and Wellness                               |     |                  |
| Witt   | Ryan      | School of Communications                   | N/A | Lecture Track    |
| Wright | Daniel    | Department of Chemistry                    | N/A | Continuing Track |
| Yang   | Ming-Lung | Department of Performing Arts              | N/A | Part Time        |
| Zelder | Martin    | Department of Economics                    | N/A | Part Time        |
| Ziga   | Kathleen  | Academic Advising                          | N/A | Staff            |
| Zhuang | Wenqin    | Department of World Languages and Cultures | N/A | Part Time        |

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## Elon University Employees To Be Excluded from Proposed Unit

| <b>Last Name</b> | <b>First Name</b> | <b>Work Location</b>                           | <b>Shift</b> | <b>Job Classification</b> |
|------------------|-------------------|--|--------------|---------------------------|
| Anderson         | Kyle              | Student Community Engagement Program           | N/A          | Staff                     |
| Bowie            | Thomas            | Auxiliary Services                             | N/A          | Staff                     |
| Bryan            | Allison           | Curriculum Resource Center                     | N/A          | Staff                     |
| Buckmaster       | Matthew           | Global Education                               | N/A          | Staff                     |
| Dalhouse         | Mark              | Study USA                                      | N/A          | Staff                     |
| Dockrill         | Chris             | Department of Athletics                        | N/A          | Staff                     |
| Donohue          | Colin             | School of Communications                       | N/A          | Staff                     |
| Ellis-Holloway   | Janelle           | Academic Advising                              | N/A          | Staff                     |
| Frigo            | Robert            | Service Learning and Community Engagement      | N/A          | Staff                     |
| Gilliam          | Shon              | Department of Physics                          | N/A          | Staff                     |
| Kosusko          | Rhonda            | Student Professional Development Center        | N/A          | Staff                     |
| LaRocco          | Sharon            | Department of Music                            | N/A          | Staff                     |
| Lavoie           | Jean Paul         | Teaching and Learning Technologies             | N/A          | Staff                     |
| Lundeen          | Shannon           | Provost  | N/A          | Staff                     |
| Martina          | Alyssa            | Martha & Spencer Love School of Business       | N/A          | Staff                     |
| Moore            | Ethan             | Elon College, the College of Arts and Sciences | N/A          | Staff                     |
| Mullican         | John              | Department of Performing Arts                  | N/A          | Staff                     |
| Pagoria          | Jan               | Martha & Spencer Love School of Business       | N/A          | Staff                     |
| Schiemer         | Heidi             | Department of Performing Arts                  | N/A          | Staff                     |
| Small            | Evan              | Campus Recreation and Wellness                 | N/A          | Staff                     |
| Wall             | Deborah           | Student Professional Development Center        | N/A          | Staff                     |
| Weller           | Paul              | Department of Chemistry                        | N/A          | Staff                     |
| Ziga             | Kathleen          | Academic Advising                              | N/A          | Staff                     |

**ATTACHMENT D**

## **Elon University Employees To Be Excluded from Proposed Unit**

36602170.1

Exhibit 3

Petitioner's Exhibits at the  
Hearing on Objections

Home > Faculty > Union > Community Messages

## Community Messages

This page includes a record of the university's communications to the campus community regarding the question of establishing a faculty union at Elon.

March 19, 2019 - Message from Provost Steven House about Elon's filing of objections to the union election



March 12, 2019 - Message from Provost Steven House about the election vote tally



Feb. 15, 2019 - Letter to eligible voters from President Connie Ledoux Book



Feb. 5, 2019 - Message from Provost Steven House regarding the National Labor Relations Board ruling



Dec. 14, 2018 — Update from Provost Steven House on National Labor Relations Board hearing



Dec. 6, 2018 — Message from Gable Smith, dean of Elon College, the College of Arts and Sciences



Dec. 5, 2018 — Message from Senior Associate Provost Tim Peebles



Dec. 4, 2018 — Update from Provost Steven House



**Nov. 30, 2018 — Message from Provost Steven House**



Dear Colleagues:

Elon has well-established and long-valued forums to address issues brought forth that impact faculty and staff. The university's Academic Council is a model of shared governance that ensures non-tenure-track and adjunct faculty are represented as voting members. The council is an avenue for all faculty, including those who are part time or not on a tenure track, to voice their concerns and advocate for their working conditions.

That is why yesterday many members of our community were surprised by a union action at Elon by organizers of the Service Employees International Union (SEIU). We had heard reports that some outside members of the union were approaching faculty in hallways and at their homes, but we had no advance notice of a campus demonstration or their intention to file a union election petition with the National Labor Relations Board on Thursday.

At the heart of Elon's model of shared governance is the spirit of working together each year to advance working conditions for all faculty. In Academic Council, faculty members from a variety of backgrounds and disciplines come together to deliberate and advocate on matters impacting their colleagues. This is a body designed to give a voice and a vote to a variety of constituencies from Elon's faculty membership of nearly 600. The Academic Council, unlike the SEIU, does not ask its members to pay dues.

We continue to believe in the value of Elon's model of shared governance that offers a representative voice to the full range of our faculty. Deliberative dialogue is what we strive for as a community. Constructive conversations are a cornerstone to Elon's culture.

Union 2

Page 1

Over the next week, the university will provide information about our position on the SEIU labor union, in addition to a broader discussion with all faculty at the regularly scheduled faculty meeting on Friday, Dec. 7. More details about these meetings will follow.

Additionally, the president is evaluating the latitude to create a task force, which would be our normal response, to work in partnership with the Academic Council to ensure perpetuation of the open dialogue between and among our university family. To be clear, however, under federal law the university cannot make promises to change terms of employment once a labor union files a petition for election, so we must be cautious. But, you can rest assured that we will work together, as we have in the past, to ensure the needs of our community are met.

All the best,  
Steven

» Home » Faculty » Union » Community Messages

## Community Messages

This page includes a record of the university's communications to the campus community regarding the question of establishing a faculty union at Elon.

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Dec. 14, 2018 — Update from Provost Steven House on National Labor Relations Board hearing



Dec. 6, 2018 — Message from Gabie Smith, dean of Elon College, the College of Arts and Sciences



Dec. 5, 2018 — Message from Senior Associate Provost Tim Peeples



**Dec. 4, 2018 — Update from Provost Steven House**



Members of the Elon community,

I am writing to provide updated information about an action by the Service Employees International Union (SEIU), which has filed a petition with the National Labor Relations Board (NLRB) asking for a vote to establish a labor union representing non-tenure track faculty at Elon. This action, filed without advance notice at the end of the semester, requires immediate response by the university to federal labor officials.

The university is supplying extensive information required by NLRB and preparing for a hearing on Friday. Among the issues are questions related to the groups of faculty who would be included in a union vote. The SEIU seeks to include all undergraduate faculty in Elon College and the schools of business, communications and education who do not hold tenure or tenure-track positions. Faculty in Elon's law and health sciences schools are excluded.

The definition of faculty groups will be confusing to many members of our community. We tend to relate to all faculty members in similar ways, making few distinctions among tenure track, continuing track, lecture track, visiting track, limited term and part-time appointments. The union effort to divide Elon faculty into separate groups is troubling and has serious implications for our system of shared governance.

As a person with many years of investment in Elon, I want to say clearly and without hesitation that I believe a union is not in the best interest of faculty, our students or the future of our university. As members of our community make judgments about a faculty union at Elon, I ask everyone to consider accurate information and become informed about our history of strong investment in faculty support.

While the union's petition was clearly timed to limit community discussion and to move to a vote as early as next week, I want to do everything I can to support dialogue among faculty and provide the time needed for careful consideration of the long-term impact of a union.

### **Elon's faculty model and shared governance**

At the heart of Elon's model of shared governance is the spirit of working together – transparently, routinely and collaboratively – to advance the educational environment for students and working conditions for all faculty. Through Academic Council and other elements of Elon's shared governance model, we have a long history of being open to concerns, forming representative groups of colleagues to study issues and recommending solutions, and implementing recommendations to advance the teaching and learning environment.

Among the many accomplishments of shared governance has been the creation of a vibrant faculty model that values the role and contributions of everyone. We have dramatically increased the number of tenure-track and full-time faculty over the past two decades while leveraging the skills and contributions of limited term and part-time faculty who bring a wealth of experiences to our classrooms. These educators have enabled the growth of our sabbatical and course-release initiatives. For Fall 2018, 34 full-time limited term hires were approved, covering 9 percent of the semester hours taught, with another 16 percent of semester hours taught by part-time faculty.

- Counter to national trends, Elon has increased undergraduate tenure/tenure-track from 41 percent of the full-time permanent faculty in 1990-91 to 75 percent in fall 2018. During the same general period, AAUP (American Association of University Professors) reports that the national average percent of tenure/tenure-track faculty decreased from 71 percent of full-time permanent faculty to 63 percent.
- The Elon University Faculty Handbook was revised in the mid-2000s to state that the university seeks to appoint and maintain a full-time permanent teaching faculty that is up to 90 percent tenure/tenure-track. This aim, the direct result of an Academic Council-appointed committee, has driven the increase in full-time and tenure/tenure-track faculty within the university.
- The current composition of the undergraduate full-time faculty of 75 percent tenure/tenure-track and 25 percent permanent continuing track, lecture track, and visiting track faculty, is determined by faculty authority and latitude to create a full-time faculty that meets its instructional objectives. For example, the School of Communications faculty includes only 60 percent tenure/tenure-track because the school's faculty seeks to hire many former working communications professionals to complement the perspectives of traditional faculty.

Elon has been a leader in involving faculty in governance of the university. We cannot predict how Academic Council might change with the establishment of a faculty union. The structure and policies related to shared governance and Academic Council could be impacted by the legal obligations associated with collective bargaining. The impact on all faculty, including those who might not be represented by a union, is unclear.

### **Balancing resources for all members of the Elon community**

Elon is consistently ranked as one of the nation's best-run universities, keeping a value position among top-ranked private institutions, increasing financial aid to expand student access, and at the same time rewarding faculty and staff who are essential to the university's mission. While many other universities have cut budgets and programs, reduced positions and raised tuition, Elon has used wise fiscal management and enrollment growth to maintain a strong financial position and continue to grow instructional spending.

Faculty have benefited greatly from Elon's strategies. Faculty in all positions, including our non-tenure and part-time faculty, have shared in annual salary increases and we have set and met goals to keep Elon faculty compensation in the top one-third of peer institutions and the top four private institutions in North Carolina.

More than \$15 million has been invested in faculty development support and the scholarship task force recommendations. At the same time, the student-faculty ratio has improved from 18-to-1 in 2000 to 12-to-1 today. The number of faculty sabbaticals has risen from 2 in 1999 to 33 and the university, working with Academic Council has developed a robust reassigned time plan, including a new post-probationary faculty development opportunities. In order to support this faculty development, for every one-semester sabbatical awarded, that faculty member's department is eligible to receive one full-year, full-time replacement (i.e., a limited-term faculty hire).

In addition to competitive salaries and workload for permanent faculty, Elon has paid attention to compensation for lecture track, limited term and part-time faculty. According to the Chronicle of Higher Education, Elon's 2016-17 average salaries for lecturers of \$66,456 ranked #1 among all North Carolina universities.

Elon's base pay for part-time faculty ranges from \$5,300-\$5,700 per four-hour course, with pay for longevity and terminal degrees. Those adjunct faculty have received higher pay through the university's annual salary pool increases.

In the same spirit of rewarding all Elon employees, the university has adopted an hourly wage scale that ensures that no staff member receives less than \$15 per hour.

As important as salary, Elon faculty participate in a comprehensive and competitive benefits package, including health insurance and access to the health and wellness center, a generous 403(b) retirement match, tuition remission/exchange, and numerous other benefits. Many of the benefits are available without restriction to part-time faculty.

The compensation and benefits SEIU has bargained for at other institutions, often after lengthy and divisive collective bargaining, includes many of the same benefits Elon faculty already enjoy without a union.

#### **Preserving our relationships**

There are many more facts to consider regarding a faculty union at Elon. Thankfully, we are a community that embraces respectful dialogue and a collegial spirit in addressing difficult issues. We must preserve our strong relationships and not fall victim to the adversarial culture that has plagued so many other universities.

In the days and weeks ahead, I urge you to discuss these matters with your faculty colleagues, department chairs, deans and members of the administration. We all love Elon, have a great deal of respect for non-tenure faculty and the work they do, and want to preserve the qualities of this very special university.

I welcome conversations with all members of the Elon community. Let's talk, and then make wise decisions that are in the best interest of everyone.

Sincerely,

Steven House, Provost and Executive Vice President

Nov. 30, 2018 — Message from Provost Steven House



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## Community Messages

This page includes a record of the university's communications to the campus community regarding the question of establishing a faculty union at Elon.

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Dec. 6, 2018 — Message from Gable Smith, dean of Elon College, the College of Arts and Sciences



**Dec. 5, 2018 — Message from Senior Associate Provost Tim Peeples**



Hello, all —

Apologies for interrupting an especially busy time of the term, but I want to make sure you are aware of, and have access to, a website that has been created to provide answers to questions some people are asking about the union election.

You can access this site here: [www.elon.edu/u/faculty/union](http://www.elon.edu/u/faculty/union)

One example of the information you can find here: a number of people are uncertain about who is included in the voting unit proposed by the union. The description of the voting unit as drafted by the SEIU in its representation petition is:

"All part-time and full-time non-tenure-track employees of Elon University teaching at least one credit-bearing undergraduate course in the College of Arts & Science, School of Communications, School of Education, or Martha & Spencer Love School of Business (including but not limited to continuing-track faculty, lecturer-track faculty, visiting faculty, limited-term faculty, adjunct faculty, instructors, and staff with non-tenure-track teaching assignments)."

Taking time to review information on the website will help us all become informed about this important issue facing Elon. This site can also help ensure that those eligible to vote are adequately prepared to do so.

All the best,

Tim Peeples

Senior Associate Provost for Faculty Affairs

Dec. 4, 2018 — Update from Provost Steven House



Nov. 30, 2018 — Message from Provost Steven House



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**Dec. 6, 2018 — Message from Gabie Smith, dean of Elon College, the College of Arts and Sciences**



Subject: "Why hasn't Elon appointed a task force since the union's filing of the petition?"

Hello everyone,

I've been asked this question over last few days when in conversations with colleagues. Answers to this question and others (e.g, federal laws restricting Elon's actions in this compressed process, union membership, and how unionization would affect the entire campus) can now be found on the next round of FAQs at <https://www.elon.edu/u/faculty/union/faq/>.

The website and list of FAQs will be updated continually to answer questions being raised and as resources related to the process are available.

Thank you for your attention to this important matter facing our entire community.

Best wishes as we prepare for finals and the end of the semester,

Gabie

Dec. 5, 2018 — Message from Senior Associate Provost Tim Peebles



Dec. 4, 2018 — Update from Provost Steven House



Nov. 30, 2018 — Message from Provost Steven House



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Feb. 5, 2019 - Message from Provost Steven House regarding the National Labor Relations Board ruling



**Dec. 14, 2018 — Update from Provost Steven House on National Labor Relations Board hearing**



Dear colleagues,

The National Labor Relations Board (NLRB) has concluded four days of hearings on a petition by the Service Employees International Union (SEIU) to unionize certain classifications of faculty at Elon. The NLRB will allow Elon and the SEIU to file supporting briefs before ruling on whether a vote should be conducted and, if so, when and how it should be held.

Elon strongly objected to the union's efforts to force a quick vote via U.S. Mail over the holidays. The timing of the petition and the demand for this voting method is designed to minimize both discussion and participation. The union's apparent goal is to skew the voting results, which are based only on a majority of ballots cast, rather than a majority of eligible voters. Elon asked the NLRB to schedule an in-person voting period on campus in February (after the holidays and Winter Term), when the majority of eligible voters are here for spring semester and able to easily cast a ballot.

Elon also asserted that the SEIU's proposal to combine, into one single bargaining unit, three different classifications of faculty (limited term, part-time and visiting faculty) from four different academic units (Elon College and the Schools of business, communications and education) inappropriately joins groups of faculty who have different terms of employment and who work in schools that have differing accreditation requirements that impact their faculty.

Elon also maintained that the bargaining unit proposed by the SEIU is inappropriate because of the important role faculty play in shaping the university's academic programs through Elon's shared governance system. Elon faculty in all classifications are eligible to participate in important committee and task force work, can attend faculty meetings and discuss issues and resolutions, are represented on Academic Council and can participate in decision-making in their departments and schools.

I will communicate with the campus community as soon as we receive the NLRB decision, which will establish the timeline for any election that is conducted.

Sincerely,

Steven House

Dec. 6, 2018 — Message from Gabie Smith, dean of Elon College, the College of Arts and Sciences



Dec. 5, 2018 — Message from Senior Associate Provost Tim Peebles

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**Feb. 5, 2019 - Message from Provost Steven House regarding the National Labor Relations Board ruling**



February 5, 2019

Dear colleagues,

I am writing to update the community regarding a petition filed by the Service Employees International Union; Workers United Southern Region (the SEIU) to hold a vote among adjunct, limited-term and visiting faculty members on forming a labor union at Elon. The National Labor Relations Board (NLRB) regional director has ordered that a vote will take place.

Faculty members included in this vote include the following:

All limited term, visiting, and adjunct faculty teaching at least one credit-bearing undergraduate course in Elon College, the College of Arts and Sciences; the School of Communications; the School of Education; or the Martha and Spencer Love School of Business; who taught or were contracted to teach during the fall 2018 to spring 2019 academic year, or who taught at least one class in the spring 2018 or fall 2018 semesters.

Voting on the union question will take place by U.S. Mail, with ballots mailed on February 19 and returned by voters and received by the NLRB no later than March 12. **Eligible voters should watch for detailed voting instructions in separate emails. Faculty members who believe that they are eligible to vote and do not receive a ballot in the mail by Tuesday, February 26, should communicate immediately with the National Labor Relations Board by either calling the Region 10 Office at (404) 331-2896 or a national toll-free line at 1-844-762-NLRB (1-844-762-6572).**

Our goal is to ensure that every eligible faculty member casts a ballot. The election results will be based ONLY on the majority of the ballots that are cast – not a majority of the total number of eligible voters. We do not want this election to be decided by only a small number of voters.

Deans in each school are available to answer questions from faculty impacted by the vote. In response to listening sessions held with faculty in December and questions asked about the SEIU and the impact of a union at Elon, a special website has been developed. The website's [FAQ page](#) is being continually updated as new questions are raised. Access the site at: [www.elon.edu/union](http://www.elon.edu/union).

I want to reiterate that President Book, all of Elon's academic deans and I oppose unionization at Elon. We believe, as do many other Elon faculty, that our new president and our system of transparent, shared governance should first have an opportunity to consider concerns raised by adjunct, limited-term and visiting faculty. When Elon works together to solve its challenges, the mission and values of the university provide a centerpiece from which all stakeholders work to advance the teaching and learning experience for the entire Elon community. The SEIU does not share Elon's mission and values.

Sincerely,  
Steven House  
Provost and Executive Vice President

Dec. 14, 2018 — Update from Provost Steven House on National Labor Relations Board hearing



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**Feb. 15, 2019 - Letter to eligible voters from President Connie Ledoux Book**



Dear colleague,

In my heart, I am an educator and I believe in education as the gateway for human transformation. I value the diversity of disciplines and experiences that promote powerful learning outcomes on our campus. An essential element of our community is respect for the roles each of us serves in creating a dynamic Elon education.

So I was disheartened to hear that some part-time and limited-term faculty members at Elon—friends and colleagues who are dedicated to our shared work of student transformation—do not feel respected and valued and believe a union is the best path forward.

I have met with and listened to many faculty members over the past two months, heard their concerns and learned a great deal. As a new president who just completed my first full semester, I hope you will first provide me the opportunity to show you what we can achieve together. Ours is a community that knows how to listen carefully, act creatively and solve problems in a uniquely Elon way, meeting the diverse needs of individuals, departments and disciplines. The Service Employees International Union and the collective bargaining process offer the opposite – replacing flexibility with a rigid one-size-fits-all approach that has fueled an adversarial culture pervasive where the union is present.

Elon can and should do more to support adjunct and limited-term faculty, and we can do so without invoking a system that involves outside lawyers and union negotiators. I am confident the best way to achieve our common goals is to work directly in partnership together.

### Who is the SEIU?

The National Labor Relations Board (NLRB) is sending you a ballot, asking whether you want the Service Employees International Union (SEIU) Workers United Southern Region to negotiate your terms of employment with Elon. I recommend you research the SEIU to fully understand who it represents and the tactics it employs.

Organizers have branded this effort as "Faculty Forward," but less than 3 percent of the SEIU's members are faculty and graduate students. In fact, the union's Southern Region website makes no mention of higher education in listing its members' occupations in manufacturing, clothing and accessories, food service, trucking and distribution and other industries.

A large portion of the SEIU members' dues goes toward funding the union's national operations and political lobbying.

The SEIU brought this question to Elon using secretive and deceptive tactics. Some union organizers posed as students to convince faculty members to talk with them. Others followed faculty members in hallways and showed up unannounced at their homes and continue to do so.

By asking for a vote at the end of fall semester and over the holidays, the SEIU petition was timed to minimize campus discussion, rush to a quick decision, and reduce the number of voters. This tactic, often referred to in union organizing as an "ambush election," is at odds with Elon's commitment to honesty and transparency and demonstrates this union's values and how it conducts business.

I do not believe this labor union should be representing faculty in an academic community with a strong mission, meaningful honor code and student-centered values. Yet, this is what you're being asked: Should a professional union spokesperson, local SEIU staff members and lawyers take the lead in negotiating your employment terms and hold the authority to bind you to a contract?

**Your vote is critical**

In my career in higher education, I have always understood the essential role that each and every faculty and staff member plays in shaping our learning environment and the lives of young people. As you cast your vote, please understand that I value and have the utmost respect for the work you do with our students. I believe in our ability to work together, without the interference of a third party, to create positive change and develop an even stronger learning environment for all students and faculty.

For these reasons, I hope that you will vote "no" on this union ballot.

Sincerely,

Connie Ledoux Book  
President

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March 19, 2019 - Message from Provost Steven House about Elon's filing of objections to the union election



**March 12, 2019 - Message from Provost Steven House about the election vote tally**



Dear Colleagues,

Today agents of the National Labor Relations Board (NLRB) counted ballots cast in the election regarding a faculty union for adjunct, limited term and visiting faculty members at Elon. Of the 283 eligible voters, 200 ballots were received. The count was 112 in favor of unionization and 68 against. A total of 20 ballots were challenged by the parties in the election, but that number is not enough to change the outcome of the vote tally.

NLRB procedures following the vote tally allow seven days for the university to file objections to the election before the final count is certified. After the votes are certified, there is a 14-day period during which the university can formally ask the NLRB to review the election process. We are gathering further information about the results and process of the election and will soon make a decision on our next steps.

While we consider our options, I want to thank all faculty members for their participation in this process. Our community has learned a great deal and given deeper consideration to the role of all faculty members at the university. I look forward to our future work together.

Sincerely,  
Steven House  
Provost and Executive Vice President

Feb. 15, 2019 - Letter to eligible voters from President Connie Ledoux Book



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## Community Messages

This page includes a record of the university's communications to the campus community regarding the question of establishing a faculty union at Elon.

### March 19, 2019 - Message from Provost Steven House about Elon's filing of objections to the union election



Dear colleagues,

Today the university filed formal objections with the National Labor Relations Board (NLRB) to shed light on the Service Employees International Union (SEIU) tactics to unionize Elon's part-time teaching faculty, full-time teaching faculty with limited term appointments and full-time visiting faculty members.

Since the SEIU filed its petition last November, federal labor laws have limited our ability to share these details. With the election's "critical period" now over, Elon is finally able to describe the SEIU conduct that is antithetical to our principles and outside the NLRB rules for elections. Despite what you have heard from the SEIU, there should be no doubt: Our community values the contributions of all faculty and staff and we constantly strive to make things better.

Elon is informing the NLRB about SEIU organizers posing as students to gain access to faculty conversations, threatening the integrity of the election by promising ballots only to those who favored the union, coercing faculty members into supporting the SEIU with false information, and undermining the university's representative and transparent shared governance system.

The SEIU has employed similar tactics at many other colleges and universities and will surely attempt to characterize these objections as a reaction to losing the election. But their actions have violated our values of honesty and transparency and it is our duty to share information that many members of our community may not be aware of.

#### The SEIU plan to force and win a union vote

As was reported in media accounts, SEIU organizers quietly arrived at Elon as early as January 2018 with a plan to influence faculty to sign union authorization cards. Some faculty, including elected and representative members of Academic Council and department chairs who hire adjuncts, were recruited to speak out in support of the SEIU.

Over many months, we received complaints that SEIU recruiters sought out specific faculty and approached many of them without advance notice, catching them by surprise in hallways, during their office hours and even appearing at their homes on weekends. Some faculty members reported feeling stalked and unsafe when organizers appeared repeatedly and sometimes refused to leave. Some faculty members were upset that their Elon colleagues had shared their home addresses and personal contact information with the SEIU without their permission.

In December, a faculty member shared an example of such an experience in an email to the campus community. A young woman posing as a student asked to meet with him to discuss her classes. When he agreed, she began questioning him about his contract, work conditions and compensation. When he asked if she was working for a union, she refused to answer.

Another faculty member wrote to her department colleagues that she had been approached at least six times and said the SEIU representative used "bullying tactics" to push her to sign the SEIU petition. After she clearly expressed that she would not support the union, the SEIU recruiter and one of her faculty colleagues showed up at her office to push her to change her mind.

The SEIU "Faculty Forward" campaign, part of a larger plan to "OrganizetheSouth," created an email list of some Elon faculty and staff and sent a series of 13 messages titled "Eyes on Elon," attacking university leaders. Many of these messages included links to pro-union opinion columns published by Elon student media. One of the columns claimed that adjunct faculty were working in "deplorable conditions." This is at odds with what we know to be true. Elon pays adjuncts 35 percent more than the national average while still working to maintain its affordable cost and increasing financial aid. Elon provides adjuncts with annual pay increases equal to the amount for full-time employees and provides access to many of the employee benefits enjoyed by full-time faculty members, including holiday bonuses,

health insurance for those who teach 18 or more credit hours per year, and the professional development resources of the Center for the Advancement of Teaching and Learning.

#### **An attempt to undermine the NLRB election process**

It was brought to our attention that on February 11 two adjunct faculty members working on behalf of the SEIU contacted their colleagues about the voting process, writing, "Can we count on you to vote yes for our union? If so, fill out this form and we'll make sure your ballot gets to you." In fact, neither party in an NLRB election has influence over who does or does not receive a ballot and the NLRB does not distinguish between who is and who is not supportive of the union in transmitting ballots. This email implied that the NLRB process was biased toward the union or that Elon University would, in some way, impede pro-SEIU faculty from getting to vote, a message that undermines the validity of the election.

The SEIU campaign was geared toward influencing voters who have the least awareness of the university's support for faculty. Of the 283 eligible voters, 95 were faculty who have taught only one of the past four semesters (34%), 158 have taught in two semesters (56%) and 38 have not taught at Elon this academic year (13%).

#### **The SEIU attack on Elon's shared governance system**

SEIU's campaign was designed to circumvent the university's shared governance system that actively engages teaching faculty and administrators and staff with faculty rank on matters related to the curriculum, management and operation of the institution.

In fact, since 2004 adjunct faculty have had an elected representative on Academic Council to represent their interests. That elected member receives additional pay to serve in that role for the explicit purpose of raising adjunct concerns. The failure to formally raise concerns through our established protocols has undermined the effectiveness of Elon's shared governance system.

We believe shared governance is worth fighting for. Under an SEIU contract, adjuncts and limited term faculty would be bound by the collective bargaining process. An SEIU-negotiated contract would separate adjunct and limited term faculty members from their colleagues in their relationships with the university.

#### **The road ahead**

The SEIU claims that Elon is seeking to "prevent adjunct faculty from having a meaningful voice in improving their working conditions." In fact, the opposite is true. Prior to the vote, we expressed our preference to work directly with adjunct faculty to quickly take action on concerns, avoiding a lengthy and contentious collective bargaining process dominated by the outside lawyers and SEIU representatives who will be at the bargaining table. In objecting to this election, we want to ensure that adjunct and limited term faculty make the important decision about unionization in an environment free from improper SEIU conduct.

I expect that speaking out against the SEIU's tactics will result in further attacks on the university and administrators. But we must stand up for the unique Elon culture and community that distinguishes our university. While Elon is not perfect, people here know how to disagree respectfully and find solutions, working together to improve conditions for everyone.

Steven House  
Provost and Executive Vice President

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Dec. 4, 2018 — Update from Provost Steven House



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Nov. 30, 2018 — Message from Provost Steven House





⌂ Home > Faculty > Union > About the Vote

## About the Vote

In response to a petition filed by the Service Employees International Union, the National Labor Relations Board (NLRB) will conduct an election for **adjunct, limited-term and visiting faculty members** to determine whether those faculty members want exclusive SEIU representation.

The election will be conducted by U.S. Mail, with eligible voters receiving a voting kit containing a secret ballot from the NLRB. To cast a vote, eligible faculty must mark the official NLRB secret ballot and then return a completed ballot to the NLRB, which will then tally the votes and report the results of the election.

This is an important issue for Elon University faculty and **the unionization question will be determined by a majority of those eligible voters who actually cast a ballot**. If participation is low, just a few will determine the future for the faculty members the union is seeking to include in the bargaining unit. Remember, if a majority of those who cast ballots vote for union representation – the union becomes the exclusive bargaining representative for all eligible voters. As a consequence, we believe it is critical for all eligible voters to become informed and participate in this election.

## Election Timeline

### February 19, 2019

The National Labor Relations Board mails a voting kit to eligible voters. This kit contains the election ballot.

**If you do not receive a ballot in the mail by Tuesday, February 26**, or if you need your ballot sent to an alternative address, communicate immediately with the National Labor Relations Board by either calling the Region 10 Office at (404) 331-2896 or its national toll-free line at 1-844-762-NLRB (1-844-762-6572).

### March 12, 2019

Completed ballots must be received by the NLRB by 2 p.m. on this day. If the ballot is not returned by this deadline, it will not be counted.

After the deadline, the NLRB will count the votes at its Region 10 office in Winston-Salem, N.C. The NLRB will then announce the results of the election.

Elon and the SEIU will send representatives to observe the ballot count, and eligible voters are welcome to view the count.

## Educate Yourself

It's important for eligible voters to become informed about how a faculty union might impact themselves and Elon. Visit these resources to learn more about the issues:

- **Elon University — The Faculty Union Question:** [www.elon.edu/union](http://www.elon.edu/union)
- **National Labor Relations Board:** [www.NLRB.gov](http://www.NLRB.gov)

## What is in the NLRB Voting Kit?

The voting kit you will receive by mail will contain:

- One yellow, postage-paid envelope preprinted with an NLRB return address
- One blue envelope marked "Official Secret Ballot"
- A blank ballot
- Instructions for filling out the ballot and returning it to the NLRB

## How do I complete my ballot?

union 3

The ballot will ask the following question:

**"Do you wish to be represented for purposes of collective bargaining by SEIU Workers United Southern Region?"**

Your two choices will be:

YES

You want to have SEIU Workers United Southern Region  
as your exclusive bargaining representative.

NO

You do not want the SEIU Workers United Southern Region  
as your exclusive bargaining representative.

- Mark your choice with "X" on the ballot and then place the ballot into the blue "OFFICIAL SECRET BALLOT" envelope.
- Place the blue envelope into the yellow envelope addressed to the NLRB.
- Do not sign the ballot or the blue envelope.
- Sign the outside of the yellow envelope and mail it from a U.S. post office or mailbox.
- **You must sign the outside of the yellow envelope.** This is how you "check in" to vote. Any ballot received in an envelope that is not signed will be void and will not be counted.
- Once each yellow envelope is identified by the signature as coming from a valid voter, it will be opened and the blue envelope with the secret ballot will be combined with all other ballots to ensure the anonymity of each vote.
- Do not put your signature anywhere other than on the outside of the yellow envelope, and do not show your ballot to anyone after you have marked it.
- A secret ballot election means no one will know how you voted unless you tell them.
- You do not have to register to vote or have signed a union authorization card to cast a ballot. All eligible voters have the legal right to vote for or against the union.
- Even if you signed a union authorization card, you are still free to vote against union representation.

## Election Outcome

For the SEIU to be selected as the exclusive bargaining agent, a majority of the votes cast – not a majority of the total number of eligible voters – must be in favor of unionization. That means every eligible voter should vote so that a minority of eligible voters does not determine the future for the majority.

Home > Faculty > Union > Frequently Asked Questions

## Frequently Asked Questions

### Information about the faculty union question at Elon

Elon University provides this factual information to answer common questions and inform our community about issues related to potentially forming a chapter of a labor union.

### March 12, 2019 UPDATE

What was the result of the March 12 vote tally?



Can the university challenge the results of the election?



What comes next?



### February 6, 2019 UPDATE – About the Election

When will the vote be held?



When will we know the outcome of the election?



Do I have to register to vote?



How can I check to see if I am an eligible voter?



How do I make sure the National Labor Relations Board has my address?



**Is Elon required to provide personal information to the SEIU and the National Labor Relations Board as part of the election?**



Now that an election has been scheduled, Elon must provide to the SEIU and to the NLRB the name, home address, and to the extent it is in Elon's possession, home phone number, cellular phone number and personal email address for each eligible voter.

While we know many of you will view this disclosure as an invasion of privacy, this is currently a legal requirement under the National Labor Relations Act. If Elon failed to comply, the results of the election could be voided.

The SEIU can, and is likely to, use this information to contact you away from work. You obviously have the right to speak with them, but have no legal obligation to do so. You can also decline to speak with the union.

I'll be out of town during the voting period. Can I have my ballot sent to an alternative address?



What if I am an eligible voter but didn't receive a ballot?



Can I vote on campus?



Can I vote electronically?



What is the question on the NLRB ballot?



Who is SEIU Workers United Southern Region? I thought this union organizing involved SEIU Faculty Forward?



How do I complete my ballot?



Is my vote secret?



Is there a minimum number of faculty who must vote for the results to be valid?



What happens if a majority of those casting ballots vote "No"?



What happens if a majority of those casting ballots vote "Yes"?



If a union is selected, what happens if Elon and the SEIU cannot reach agreement during bargaining?



What does a union strike involve?



If the union is not selected, can there be another election?



## December 13, 2018 UPDATE

Will my pay increase if unionization happens?



Can the union give away benefits I already have?



Will I have to pay union dues?



## December 10, 2018 UPDATE

Would Elon faculty members represent themselves directly in union bargaining, or would negotiations be handled by the SEIU employees?



If I am represented by a labor union, can I still communicate with department chairs and the university administration in the same way?



Would Academic Council still be an avenue for union-represented faculty to address concerns?



Would a labor union impact other collaborative work outside of Academic Council?



Elon communications about this issue seem vague and different from the way the university typically informs the campus. Why is that?



## December 7, 2018 UPDATE – Amended Election Petition

The SEIU amended its election petition to change the groups of faculty it seeks to represent. What does the amended petition say?



## December 6, 2018 UPDATE

Why hasn't Elon appointed a task force since the union's filing of the petition?



## Union Basics

What is this union issue all about?



UPDATED FEBRUARY 6, 2019 Who does it affect?



Is a labor union the only way for faculty to work to improve their working conditions?



Will members of the union contact me?



Am I free to voice my views either for or against unionization?



## Union representation

If I don't join the union, I won't be impacted, right?



If a union is voted in, can I negotiate different terms for my own contract?



How long does the collective bargaining process take?



## Union Election

How do I know if I'm eligible to vote? If I'm eligible, how do I cast a vote?



Is the university required to provide my personal information to the union in response to the election petition?



I signed a union authorization card. Do I have to vote in favor of the union?



How is the vote determined? Is it a majority of those in the group, or a majority of those who vote?



When will the results of the vote be known?



Can the vote be postponed until the faculty have had time to more carefully consider the impact of unionization?



If there is an election and faculty vote to not unionize, can there be another election?



Begin forwarded message:

**From:** Rochelle Ford <[rford9@ELON.EDU](mailto:rford9@ELON.EDU)>  
**Date:** December 5, 2018 at 10:19:58 AM EST  
**To:** <[ALLCOMM@LISTS.ELON.EDU](mailto:ALLCOMM@LISTS.ELON.EDU)>  
**Subject:** Dean follow-up related to Faculty Union  
**Reply-To:** Rochelle Ford <[rford9@ELON.EDU](mailto:rford9@ELON.EDU)>

Dear colleagues,

I am looking forward to celebrating the end of formal classes for the semester with you on Friday after the University Faculty meeting, at our School of Communication social in the Snow Family Grand Atrium, that we had planned several weeks ago. This event is a small way to thank you again for all of your support and help introducing me to the Elon community as well as to celebrate our progress as School this semester.

During these first six months, I have learned a lot about the importance of relationships, shared governance and unity through our one-on-one, small-group and school-wide discussions. And I want to ensure that we will continue this openness and collaboration as the University community responds to the unionization efforts on campus.

As I have said before, know that you can contact me at any time with questions, concerns or ideas related to anything, including this unionization effort. My cell number is 301-832-7331, if you want to talk with me. I return to campus this afternoon.

On Tuesday, you received two emails related to the Faculty Union from Provost Steven House and from Jeff Stein with a video of President Book. Please read these emails and watch the video as they have a lot of detailed information that will help you understand some of the facts about Elon. As President Book and Provost House said in their messages, let's remember that Elon University is a relationship-based community and that our strength comes from the power of relationships and community. I have trust and confidence in our shared governance model and trust in the ability of the Elon community to work together to address issues and support its faculty, students and staff. I also have trust and great respect for President Book, a member of our faculty, to continue to lead our campus community to address issues that may have led to this desire to unionize. Therefore, I too urge our faculty community to discuss and solve issues facing Elon together, as we have in the past.

Therefore, I highly urge all faculty to attend the University Faculty meeting on Friday, December 7. Know that this unionization effort is directly related to all non-tenure track and non-tenured faculty, including our continuing track faculty of all rank, all lecturers, all visiting faculty members, all contract limited term, and all part-time faculty members. Therefore, we must learn the facts and seek to gain a full understanding of the all sides of the unionization effort. I hope all eligible voters will participate in the election. President Book has made it clear of the desire for those eligible to vote, to cast a "NO" vote to the unionization question. Not voting in effect is a vote of yes. Even if you vote "no" to the union and it passes, you will be bound by that vote, and the union will represent you in establishing the terms of your employment.

Again, learn the facts, ask questions, and know that your opinions will be respected and will have NO impact on your evaluation for tenure, contract renewal or promotions in rank. I hope that all of our colleagues will operate with the values of our University and School in mind.

Sincerely,

R

Union 5

Elon's base pay for part-time faculty ranges from \$5,300-\$5,700 per four-hour course, with pay for longevity and terminal degrees. Those adjunct faculty have received higher pay through the university's annual salary pool increases.

In the same spirit of rewarding all Elon employees, the university has adopted an hourly wage scale that ensures that no staff member receives less than \$15 per hour.

As important as salary, Elon faculty participate in a comprehensive and competitive benefits package, including health insurance and access to the health and wellness center, a generous 403(b) retirement match, tuition remission/exchange, and numerous other benefits. Many of the benefits are available without restriction to part-time faculty.

The compensation and benefits SEIU has bargained for at other institutions, often after lengthy and divisive collective bargaining, includes many of the same benefits Elon faculty already enjoy without a union.

### **Preserving our relationships**

There are many more facts to consider regarding a faculty union at Elon. Thankfully, we are a community that embraces respectful dialogue and a collegial spirit in addressing difficult issues. We must preserve our strong relationships and not fall victim to the adversarial culture that has plagued so many other universities.

In the days and weeks ahead, I urge you to discuss these matters with your faculty colleagues, department chairs, deans and members of the administration. We all love Elon, have a great deal of respect for non-tenure faculty and the work they do, and want to preserve the qualities of this very special university.

I welcome conversations with all members of the Elon community. Let's talk, and then make wise decisions that are in the best interest of everyone.

Sincerely,

Steven House

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**Steven House, Ph.D.**

Provost, Executive Vice President, and Professor of Biology

Elon University

Alamance Building 120C

Office (336) 278-6647

[shouse@elon.edu](mailto:shouse@elon.edu)

[www.elon.edu](http://www.elon.edu)

Mailing Address:

Elon University, 2200 Campus Box, Elon, NC 27244



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**From:** College of Arts & Sciences 2018 <CAS2018@LISTS.ELON.EDU> on behalf of Gabie Smith <gsmith@ELON.EDU>  
**Sent:** Thursday, December 6, 2018 12:59:06 PM  
**To:** CAS2018@LISTS.ELON.EDU  
**Subject:** My thoughts on these topics

Hello everyone,

Since the organized union event on campus last week, I have had a number of one-on-one conversations with Elon College faculty and staff. I want you to know that I am available to talk with you about any questions you might have. That said, I recognize this is an incredibly busy time of the academic term! I encourage every member of our community to make time to review the FAQs at the [site](#) I mentioned in my previous email.

As many of you would expect, in my conversations I have openly shared my thoughts about the petition for a union. I am not in support of the petition. While I have not asked anyone to share their own views with me, many have done so during our conversations.

**Why don't I support of the petition?** First, I am very concerned about the timing of the action, as we are in the most hectic period of the academic term. With the rapid call for a vote we are hindered in our ability to fully dedicate time and attention to these important topics. Being informed is essential to the democratic process as well as having opportunities to ask questions and openly discuss things from different points of view.

Many in our community have good questions about the details of the voting process, possible implications for the campus community, and even whether they are or are not included in the union's petition. I'd like our community to have an opportunity to hear from part-time, visiting, limited-term, and full-time faculty. Second, I'd also like us to have an opportunity to engage our shared governance process. As I referred to in my earlier email, legal parameters guide our institution's ability to take certain actions during this process.

**So what can I/we do right now?** I can talk with you individually and you can talk openly with each other. I encourage you and your colleagues to inform yourselves to the best of your ability. When it comes time to vote on the petition, if you are eligible to participate, I encourage you to complete your ballot.

Please let me know if you would like to have a conversation with me. I appreciate you making time to read this email and consider my invitation.

All the best,

Gabie

Gabie Smith

Dean of Elon College, The College of Arts and Sciences and Professor of Psychology

Lindner Hall - Arts & Sciences, office 104C2112 Campus BoxElon, NC 27244

(336) 278-6490

**at can I/we do right now?** I can talk with you individually and you can talk openly with each other. I encourage you and your colleagues to inform yourselves to the best of your ability. When it comes time to vote on the petition, if you are eligible to participate, I encourage you to complete your ballot. Please let me know if you would like to have a conversation with me. I appreciate you making time to read this email and consider my invitation.

All the best,

Gabie

Gabie Smith

Dean of Elon College, The College of Arts and Sciences and Professor of Psychology

Lindner Hall - Arts & Sciences, office 104C2112 Campus BoxElon, NC 27244

(336) 278-6490

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**From:** Gabie Smith

**Sent:** Thursday, December 6, 2018 11:46:41 AM

**To:** facstaff

**Subject:** Why hasn't Elon appointed a task force since the union's filing of the petition?

Hello everyone,

I've been asked this question over last few days when in conversations with colleagues. Answers to this question and others (e.g, federal laws restricting Elon's actions in this compressed process, union membership, and how unionization would affect the entire campus) can now be found on the next round of FAQs at

<https://www.elon.edu/u/faculty/union/faq/>.

The website and list of FAQs will be updated continually to answer questions being raised and as resources related to the process are available.

Thank you for your attention to this important matter facing our entire community.

Best wishes as we prepare for finals and the end of the semester,

Gabie

Gabie Smith

Dean of Elon College, The College of Arts and Sciences and Professor of Psychology

Lindner Hall - Arts & Sciences, office 104C2112 Campus BoxElon, NC 27244

(336) 278-6490

Begin forwarded message:

**From:** Gabie Smith <[gsmith@ELON.EDU](mailto:gsmith@ELON.EDU)>  
**Subject:** CAS Listening Sessions  
**Date:** December 11, 2018 at 9:44:49 AM EST  
**To:** <[CAS2018@LISTS.ELON.EDU](mailto:CAS2018@LISTS.ELON.EDU)>  
**Reply-To:** Gabie Smith <[gsmith@ELON.EDU](mailto:gsmith@ELON.EDU)>

Hello everyone,

At the risk of adding more to your increasingly full inboxes, I am sending you details for the CAS listening sessions that. I enjoyed being able to talk with many of you yesterday. If we weren't able to connect and you'd like to talk with me directly, please call my office (336-278-6452). Leave a message, if you miss me, and I'll call you back as soon as possible.

During conversations yesterday many mentioned not being available to attend Friday's faculty meeting and expressed appreciation for additional opportunities to share thoughts and learn more. Several colleagues asked me specific questions (e.g., voting process and timeline, the content in SEIU petition, potential impact on shared governance). As I am in no way an expert on unionization, I encourage everyone to the FAQ section on the our Elon [website](http://www.elon.edu/union) ([www.elon.edu/union](http://www.elon.edu/union)). The FAQs are updated regularly in order to best address additional questions.

Wednesday and Thursday I will host listening sessions for part-time and limited-term faculty in the College of Arts & Sciences. President Book will join us during these sessions. I will let you know if I am able to arrange sessions on Friday (scheduling things when we are closed/snowmageddon hits/finals are happening is a bit tricky).

If you are unable to attend any of these sessions and would like to speak with me or President Book directly, please let me know. Now, I'll let you return to grading!

Wednesday:

10-11 am, McBride Gathering Space, Numen Lumen Pavilion

4-5 pm, Numen Lumen Sacred Space, Numen Lumen Pavilion

7:15-8:15 pm, Numen Lumen Sacred Space, Numen Lumen Pavilion

Thursday:

9-10 am, Oaks 212, McCoy Commons

11:30 am – 1 pm, McBride Gathering space, Numen Lumen Pavilion

5:30-6:30 pm, McBride Gathering space, Numen Lumen Pavilion

Warmest regards, Gabie

Gabie Smith

Dean of Elon College, The College of Arts and Sciences and Professor of Psychology

Lindner Hall - Arts & Sciences, office 104C2112 Campus BoxElon, NC 27244

(336) 278-6490

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<http://lists.elon.edu/SCRIPTS/WA.EXE?SUBED1=CAS2018&A=1>

Begin forwarded message:

**From:** Gabie Smith <[gsmith@elon.edu](mailto:gsmith@elon.edu)>

**Subject:** Meeting this week

**Date:** February 3, 2019 at 5:06:52 PM EST

**Cc:** Gabie Smith <[gsmith@elon.edu](mailto:gsmith@elon.edu)>, RaDonna Smith <[smithr@elon.edu](mailto:smithr@elon.edu)>

Hello everyone,

Welcome back – it is hard to believe that we start a new academic term this week! Those of you who taught in January may be feeling a bit of whiplash but, with any luck, you are fully *recovered*. I am really surprised that the National Labor Relations Board hasn't made a decision about SEIU's request for a union. Given that the ruling has not been announced, we have additional opportunities to talk, if you are interested in doing so. There is no need to RSVP; come by my office if you would like to share any of your thoughts or if you have questions regarding the petition or voting process.

My office is in the Academic Village – Lindner Hall suite 104.

Monday, February 4<sup>th</sup> – 3-3:45 pm  
Tuesday, February 5<sup>th</sup> – 5-5:45 pm  
Thursday, February 7<sup>th</sup> 4-4:45 pm  
Friday, February 8<sup>th</sup> – 11 am – noon

All the best,  
Gabie

Gabie Smith

Dean of Elon College, the College of Arts and Sciences and Professor of Psychology

Campus Box 2112, Elon University, Elon, NC 27244  
(336) 278-6490



# ELON UNIVERSITY – NLRB CASE NO. 10-RC-231745 – AMENDED VOTER LIST

|    | Full Name              | Work Location | Shift | Job Classification | Primary #    | Second # | Address                      | City       | State | Zip   | Email Address   |
|----|------------------------|---------------|-------|--------------------|--------------|----------|------------------------------|------------|-------|-------|---|
| 1  | Adams, Elizabeth       | CAS           | N/A   | Limited Term       | 708-308-1801 |          | 2643 Hitchcock Dr.           | Durham     | NC    | 27705 | adamsliz@email.unc.edu                                      |
| 2  | Adeyanju, Ndidi        | CAS           | N/A   | Part-Time          | 919-260-4757 |          | 4300 Kindle Wood St.         | Raleigh    | NC    | 27616 |   |
| 3  | Ahearn, Lorraine       | JCM           | N/A   | Part-Time          | 336-314-2752 |          | 314 Springtime Dr.           | Greensboro | NC    | 27409 |   |
| 4  | Akindahunsi, Oluwole   | CAS           | N/A   | Part-Time          | 704-467-6140 |          | 5533 Sunlight Dr., Apt. 207  | Durham     | NC    | 27707 | wookindahunsijr@gmail.com                                   |
| 5  | Albee, Cristian Jacob  | CAS           | N/A   | Part-Time          | 919-429-0069 |          | 238 East Lewis Dr, Suite 101 | Greensboro | NC    | 27406 | cristianjacob44@gmail.com                                   |
| 6  | Aldrup-Macdonald, John | CAS           | N/A   | Part-Time          | 508-944-2130 |          | 1505 Duke University Rd. #7g | Durham     | NC    | 27701 | jps41@duke.edu  |
| 7  | Allen, Maureen Nowak   | LSB           | N/A   | Part-Time          | 336-449-5005 |          | 1206 Westbrook Ave.          | Elon       | NC    | 27244 | AllenMaureen@es.com   |
| 8  | Allen, Veronica Manda  | CAS           | N/A   | Part-Time          | 336-269-5159 |          | 1173 Kelso Ln.               | Burlington | NC    | 27215 | veronicaallen26@gmail.com                                   |
| 9  | Alper, Benjamin        | CAS           | N/A   | Part-Time          | 413-320-3839 |          | 3210 Stanford Dr.            | Durham     | NC    | 27707 | bdalper@gmail.com   |
| 10 | Amaral, Deborah        | CAS           | N/A   | Part-Time          | 919-815-2296 |          | P.O. Box 323                 | Saxapahaw  | NC    | 27340 | info@hvisax.com   |
| 11 | Ampuja, Abby Anna      | EDU           | N/A   | Limited Term       | 919-749-5072 |          | 4 Morningside Dr.            | Durham     | NC    | 27713 |   |
| 12 | Artrip, Ryan           | CAS           | N/A   | Part-Time          | 276-608-4046 |          | 1105 Portland St.            | Greensboro | NC    | 27403 | artripre@guilford.edu                                       |
| 13 | Asadi, Torang          | CAS           | N/A   | Part-Time          | 925-899-8220 |          | 404 West Cornwallis Rd.      | Durham     | NC    | 27707 | torang.asadi@duke.edu                                       |
| 14 | Auditori, Jill         | CAS           | N/A   | Part-Time          | 336-675-8671 |          | 412 N. Third St.             | Mebane     | NC    | 27302 | jillauditori@yahoo.com                                      |
| 15 | Avraham-Katz, Boaz     | CAS           | N/A   | Part-Time          | 336-339-5394 |          | 1709 Clarendon Dr.           | Greensboro | NC    | 27410 | bavrahamkatz@bnai-shalom.org;<br>bavraham-katz@triad.rr.com |
| 16 | Azar, Robert           | LSB           | N/A   | Part-Time          | 919-757-5552 |          | 606 Autumngate Dr.           | Cary       | NC    | 27518 |   |

# ELON UNIVERSITY – NLRB CASE NO. 10-RC-231745 – AMENDED VOTER LIST

| Full Name                         | Work Location | Shift | Job Classification | Primary #    | Second #     | Address                           | City          | State | Zip        | Email Address                   |
|-----------------------------------|---------------|-------|--------------------|--------------|--------------|-----------------------------------|---------------|-------|------------|---------------------------------|
| 17 Bach, Bonnie                   | CAS           | N/A   | Part-Time          | 336-621-0290 |              | 5002 Northmill Court              | Mc Leansville | NC    | 27301-9104 | bachmusic50@msn.com             |
| 18 Bagley, Rebecca                | JCM           | N/A   | Part-Time          | 267-625-1984 |              | 321 Miles Branch Rd.              | Pittsboro     | NC    | 27312      |                                 |
| 19 Baker, Alice                   | LSB           | N/A   | Limited Term       | 336-380-6831 |              | 407 Fieldstone Dr.                | Burlington    | NC    | 27215      |                                 |
| 20 Barton, Laura                  | CAS           | N/A   | Part-Time          | 919-744-9992 |              | 5510 Old Noble Rd.                | Cedar Grove   | NC    | 27231      | lauraelizabeth.pierce@gmail.com |
| 21 Beasley, Amy                   | CAS           | N/A   | Limited Term       | 828-266-1436 |              | 8213 Muirfield Dr.                | Fuquay Varina | NC    | 27526      | amylovebeasley@gmail.com        |
| 22 Beck, John                     | CAS           | N/A   | Part-Time          | 919-602-1460 |              | 118 Halsmer Ct.                   | Apex          | NC    | 27502      | jbeckne@yahoo.com               |
| 23 Bernhardt, Jr., Frank          | CAS           | N/A   | Part-Time          | 336-312-4952 | 919-292-9719 | 805 Carriage Crossing Ln., Unit E | Greensboro    | NC    | 27410      | febjr@aol.com                   |
| 24 Blank, Leslie                  | CAS           | N/A   | Part-Time          | 336-269-4075 |              | 711 Mill Pointe Way               | Elon          | NC    | 27244-9380 | lsblank30@gmail.com             |
| 25 Bledsoe, Amanda Michelle Davis | CAS           | N/A   | Part-Time          | 850-322-2465 |              | 4931 Thales Rd., Apt. L           | Winston-Salem | NC    | 27104      | AmandaDavisBledsoe@gmail.com    |
| 26 Bloesch, Sarah                 | CAS           | N/A   | Part-Time          | 217-369-7454 |              | 400 Gary Rd.                      | Carboro       | NC    | 27510      | sbloesch@smu.edu                |
| 27 Blue, Jr., Richard             | CAS           | N/A   | Part-Time          | 336-213-0444 |              | 744 Westbrook Dr.                 | Burlington    | NC    | 27215      |                                 |
| 28 Bolin, Anne E.                 | CAS           | N/A   | Part-Time          | 336-229-7600 |              | 459 Parkview Dr.                  | Burlington    | NC    | 27215      |                                 |
| 29 Booker, Brandon                | JCM           | N/A   | Limited Term       | 336-473-7508 |              | 2276 Woodsong Ln.                 | Winston-Salem | NC    | 27106      | bbook336@gmail.com              |
| 30 Booth, Jr., Robert             | CAS           | N/A   | Limited Term       | 609-425-0451 |              | 529 Hillsborough St., Apt. H-5    | Chapel Hill   | NC    | 27514      | rijbooth@live.unc.edu           |
| 31 Botvinick, Marshall Aaron      | CAS           | N/A   | Part-Time          | 919-906-6391 |              | 3809 Ramblewood Ave.              | Durham        | NC    | 27713      | mbotvinick@gmail.com            |

# ELON UNIVERSITY – NLRB CASE NO. 10-RC-231745 – AMENDED VOTER LIST

|    | Full Name               | Work Location | Shift | Job Classification | Primary #    | Second #     | Address                         | City          | State | Zip   | Email Address                |
|----|-------------------------|---------------|-------|--------------------|--------------|--------------|---------------------------------|---------------|-------|-------|------------------------------|
| 32 | Bower, Cherie           | CAS           | N/A   | Part-Time          | 336-908-5250 |              | 714 Springwood Ave.             | Gibsonville   | NC    | 27249 | Bowcat4585@aol.com           |
| 33 | Bowers, Michael         | CAS           | N/A   | Part-Time          | 336-837-5463 |              | 222 Surrey Path Ct.             | Winston-Salem | NC    | 27104 | mbowers42@mac.com            |
| 34 | Braxton, Danielle Furci | CAS           | N/A   | Limited Term       | 919-749-4248 |              | 5220 Lundy Dr.                  | Raleigh       | NC    | 27606 |                              |
| 35 | Brito, Ramon            | CAS           | N/A   | Part-Time          | 984-329-7848 | 336-264-8367 | 2 Curriculum Ct.                | Durham        | NC    | 27713 |                              |
| 36 | Brown, Avery            | CAS           | N/A   | Limited Term       | 954-319-5065 |              | 321 S. Elm St., Apt. 316        | Greensboro    | NC    | 27401 | ajbrown4@uncg.edu            |
| 37 | Brown, Eden             | CAS           | N/A   | Part-Time          | 336-380-1661 |              | 8017 Windsor Way                | Elon          | NC    | 27244 | edenesters@gmail.com         |
| 38 | Brueschoff, Gretchen    | CAS           | N/A   | Part-Time          | 609-338-7540 |              | 1181 Maple Ridge Dr.            | Burlington    | NC    | 27217 | brueschoffgretchen@gmail.com |
| 39 | Bryan, Ren Hewitt       | EDU           | N/A   | Part-Time          | 336-675-3920 |              | 2106 W. Front St.               | Burlington    | NC    | 27215 |                              |
| 40 | Buck, Jo Ann            | LSB           | N/A   | Limited Term       | 336-706-1374 |              | 2006 Red Forest Rd.             | Greensboro    | NC    | 27410 |                              |
| 41 | Buechler, Scott H.      | LSB           | N/A   | Part-Time          | 919-304-9944 |              | 3706 Carrington Ln.             | Efland        | NC    | 27243 |                              |
| 42 | Buie, James Archibald   | JCM           | N/A   | Part-Time          | 202-470-5980 |              | 594F Woodbury, Fearrington Post | Pittsboro     | NC    | 27312 |                              |
| 43 | Burney, Monica          | CAS           | N/A   | Part-Time          | 919-680-6407 | 919-451-9253 | 12301 Tetons Ct.                | Durham        | NC    | 27703 | monicanice@gmail.com         |
| 44 | Burns, Daniel           | CAS           | N/A   | Limited Term       | 336-202-0918 |              | 120 Berkshire St.               | Greensboro    | NC    | 27403 | dwburns11@gmail.com          |
| 45 | Bush, Catherine         | CAS           | N/A   | Limited Term       | 229-412-2079 |              | 3600 Chance Rd.                 | Greensboro    | NC    | 27410 | cmbush@valdosta.edu          |
| 46 | Butchart, Anne-Fleur    | CAS           | N/A   | Part-Time          | 336-327-5843 |              | 2728 Rockwood Rd.               | Greensboro    | NC    | 27408 | anne_fleur_la@yahoo.fr       |
| 47 | Butler, Rhonda C.       | LSB           | N/A   | Part-Time          | 336-392-9507 |              | 10 Hannah McKenzie Ct.          | Greensboro    | NC    | 27455 | rhondacbutler@gmail.com      |

# ELON UNIVERSITY – NLRB CASE NO. 10-RC-231745 – AMENDED VOTER LIST

|    | Full Name                | Work Location | Shift | Job Classification | Primary #    | Second #     | Address                        | City            | State | Zip   | Email Address             |
|----|--------------------------|---------------|-------|--------------------|--------------|--------------|--------------------------------|-----------------|-------|-------|---------------------------|
| 48 | Butrico, Michael         | CAS           | N/A   | Part-Time          | 757-403-6249 |              | 215 Longwood Dr.               | Chapel Hill     | NC    | 27514 | mbutrico@hotmail.com      |
| 49 | Callaway, Daniel         | CAS           | N/A   | Limited Term       | 301-801-0203 |              | 3002 Overton Dr., Unit A       | Greensboro      | NC    | 27408 | Dancallaway777@gmail.com  |
| 50 | Carrigan, Emily          | CAS           | N/A   | Limited Term       | 909-455-2162 |              | 305 Warren St.                 | Greensboro      | NC    | 27403 | emily.carrigan@gmail.com  |
| 51 | Carter, Brian            | CAS           | N/A   | Part-Time          | 336-471-4933 |              | 2500 Midview Dr.               | High Point      | NC    | 27265 | bkcarter70@gmail.com      |
| 52 | Carter, Ellen            | LSB           | N/A   | Part-Time          | 202-256-9300 |              | 2278 Oliver Church Rd.         | Winston-Salem   | NC    | 27106 | ejcarter89@gmail.com      |
| 53 | Carter, Lisbeth Brittain | CAS           | N/A   | Part-Time          | 919-539-6638 | 919-870-7714 | 6325 Secret Dr.                | Raleigh         | NC    | 27612 |                           |
| 54 | Carter, Lynn Marshale    | JCM           | N/A   | Part-Time          | 919-800-8002 |              | P. O. 1103                     | Chapel Hill     | NC    | 27514 |                           |
| 55 | Case, Megan Lindsey      | CAS           | N/A   | Limited Term       | 440-813-5814 |              | 4736 Diane Drive               | Ashtabula       | OH    | 44004 | mcase3@utexas.edu         |
| 56 | Castelblanco, Daniel     | CAS           | N/A   | Part-Time          | 336-413-7807 | 300-260-7425 | 321 Scholastic Ct.             | Winston-Salem   | NC    | 27106 | dac98@georgetown.edu      |
| 57 | Causby, Melody           | CAS           | N/A   | Limited Term       | 336-908-2674 |              | 7315 Krume Ct., Apt. 1228      | Raleigh         | NC    | 27613 | melodycausby@gmail.com    |
| 58 | Celona-Vangorden, Julie  | CAS           | N/A   | Part-Time          | 336-420-2205 |              | 6080 Old Brick Store Rd.       | Greensboro      | NC    | 27455 |                           |
| 59 | Chadwell, Jeffrey        | LSB           | N/A   | Part-Time          | 630-654-3849 |              | 223 Holmes Ave.                | Clarendon Hills | IL    | 60514 | jeffreychadwell@yahoo.com |
| 60 | Choi, Rebecca Meejoo     | JCM           | N/A   | Part-Time          | 818-590-1038 |              | 140 S. Roxbury Dr., #11        | Beverly Hills   | CA    | 90212 |                           |
| 61 | Chicheprov, Kelly McHugh | JCM           | N/A   | Part-Time          | 919-428-7584 |              | 2404 Canoe Creek Ln., Unit 309 | Eagle Rock      | NC    | 27523 |                           |
| 62 | Chung, Katie             | LSB           | N/A   | Part-Time          | 336-263-4151 |              | 2431 Hickory Ave.              | Burlington      | NC    | 27215 | katiechung@gmail.com      |

# ELON UNIVERSITY – NLRB CASE NO. 10-RC-231745 – AMENDED VOTER LIST

|    | Full Name                 | Work Location | Shift | Job Classification | Primary #    | Second #     | Address                    | City          | State | Zip        | Email Address                    |
|----|---------------------------|---------------|-------|--------------------|--------------|--------------|----------------------------|---------------|-------|------------|----------------------------------|
| 63 | Cogliano, Jonathan        | LSB           | N/A   | Part-Time          | 781-724-2357 |              | 1010 Kingswood Dr., Apt. H | Chapel Hill   | NC    | 27517      |                                  |
| 64 | Colbert, M.               | CAS           | N/A   | Part-Time          | 336-288-4616 |              | 3107 Lawndale Dr.          | Greensboro    | NC    | 27408-3405 |                                  |
| 65 | Cole, Joseph William      | CAS           | N/A   | Part-Time          | 919-967-7257 |              | 101 W. Winnere Ave.        | Chapel Hill   | NC    | 27516      | djocole@gmail.com                |
| 66 | Cooper, Mandy Lee         | CAS           | N/A   | Part-Time          | 256-521-1168 |              | 306 Berlin Way             | Morrisville   | NC    | 27560      | mandy.cooper@duke.edu            |
| 67 | Cress, Linda Marks        | LSB           | N/A   | Part-Time          | 919-740-1478 |              | 1158 Stone Gables Dr.      | Elon          | NC    | 27244      | lmcess@nc.rr.com                 |
| 68 | Crofford, Emily Elizabeth | CAS           | N/A   | Part-Time          | 330-280-7998 |              | 715 S. Hawthorne Rd.       | Winston-Salem | NC    | 27103      | emilycrofford7@gmail.com         |
| 69 | Crosby, Kathleen          | CAS           | N/A   | Part-Time          | 516-238-8435 |              | P.O. Box 364               | Saxapahaw     | NC    | 27340      | kathleen.grace.crosby@gmail.com  |
| 70 | Cross, David Michael      | CAS           | N/A   | Part-Time          | 336-263-5157 |              | 2704 Edgewood Ave.         | Burlington    | NC    | 27215      | dmcross@vt.edu                   |
| 71 | Cykert, Linda             | CAS           | N/A   | Part-Time          | 336-675-2798 | 910-570-1989 | 2602 Sumac Ln.             | Burlington    | NC    | 27215      |                                  |
| 72 | Cyrus, Duane Anthony      | CAS           | N/A   | Part-Time          | 336-906-6083 |              | P.O. Box 26170             | Greensboro    | NC    | 27404      | theatreofmovement.info@gmail.com |
| 73 | D'Amato, Richard          | CAS           | N/A   | Part-Time          | 336-586-0103 |              | 114 Sunset Dr.             | Elon          | NC    | 27244      |                                  |
| 74 | Dancer, Donald            | LSB           | N/A   | Part-Time          | 310-265-3311 |              | 5409 Eastern Shores Dr.    | Greensboro    | NC    | 27455      |                                  |
| 75 | Darney, Susan Jane        | CAS           | N/A   | Part-Time          | 919-964-6434 | 919-805-1481 | 102 Thresher Ct.           | Cary          | NC    | 27513      | gtrgrl@yahoo.com                 |
| 76 | Davis, Gary B             | JCM           | N/A   | Part-Time          | 203-313-4402 |              | 9906 Oak Hollow Rd.        | Chapel Hill   | NC    | 27516      |                                  |
| 77 | Daw, Micah Daniel         | CAS           | N/A   | Part-Time          | 614-266-3062 |              | 4312 Trinity Ave.          | Greensboro    | NC    | 27407      | micahdaw@gmail.com               |

# ELON UNIVERSITY – NLRB CASE NO. 10-RC-231745 – AMENDED VOTER LIST

|    | Full Name             | Work Location | Shift | Job Classification | Primary #    | Second #     | Address                       | City          | State | Zip        | Email Address               |
|----|-----------------------|---------------|-------|--------------------|--------------|--------------|-------------------------------|---------------|-------|------------|-----------------------------|
| 78 | Day, Siobahn Caroline | CAS           | N/A   | Part-Time          | 336-897-3326 | 919-519-4357 | 3660 McConnell Rd., Apt 1F    | Greensboro    | NC    | 27405      | seday@aggies.ncat.edu       |
| 79 | Dellinger, Andrew     | CAS           | N/A   | Limited Term       | 919-302-0970 |              | 3601 Bryn Mawr Ct             | Raleigh       | NC    | 27606      | aedellin@gmail.com          |
| 80 | Desalu, Carolyn       | JCM           | N/A   | Limited Term       | 917-805-7108 |              | 300 Finsbury St. #212         | Durham        | NC    | 27703      |                             |
| 81 | DeVries, Mona         | CAS           | N/A   | Limited Term       | 336-524-9076 |              | 110 Timberlake Dr.            | Elon          | NC    | 27244-9363 |                             |
| 82 | Diorio, Amanda Regina | CAS           | N/A   | Part-Time          | 215-292-3678 |              | 5403 Randleman Rd.            | Greensboro    | NC    | 27406      |                             |
| 83 | Doi, Courtney Cleary  | CAS           | N/A   | Part-Time          | 919-672-3980 | 919-423-9186 | 204 Redberry Ct               | Mebane        | NC    | 27302      | courtneydoi@yahoo.com       |
| 84 | Donovan, Alicia       | CAS           | N/A   | Part-Time          | 919-519-1616 |              | 276 Leigh Farm Rd., Apt. M324 | Durham        | NC    | 27707      | aliciamejia_2000@yahoo.com  |
| 85 | Doorley, John         | JCM           | N/A   | Limited Term       | 908-377-9734 |              | 3508 Garden Rd., Apt. B-8     | Burlington    | NC    | 27215      |                             |
| 86 | Dorsett, Gerald       | CAS           | N/A   | Part-Time          | 336-769-3188 | 336-409-2356 | 1489 Motsinger Rd.            | Winston-Salem | NC    | 27107      | jerrydorsett@yahoo.com      |
| 87 | Dunn, Linda Jeanne    | CAS           | N/A   | Part-Time          | 336-584-9517 | 336-207-7686 | 307 S. Williamson Ave.        | Elon          | NC    | 27244      |                             |
| 88 | Eisner, Sharon        | JCM           | N/A   | Part-Time          | 919-357-7313 |              | 10 Applewood Sq.              | Durham        | NC    | 27713      |                             |
| 89 | Elbittar, Rabih       | LSB           | N/A   | Limited Term       | 919-699-1373 |              | 1606 Cavell Ct.               | Hillsborough  | NC    | 27278      | relbittar@gmail.com         |
| 90 | Ely, Carla            | CAS           | N/A   | Part-Time          | 336-681-2065 | 336-508-0016 | 1748-A Rock Creek Dairy Rd.   | Whitsett      | NC    | 27377      | elycarla5@gmail.com         |
| 91 | Emerson, Emily        | CAS           | N/A   | Part-Time          | 917-991-7194 |              | 620 Bellview St.              | Winston-Salem | NC    | 27103      | emilypmark@gmail.com        |
| 92 | Felton, Christian     | CAS           | N/A   | Part-Time          | 478-235-0258 |              | 2000 Yorkshire Dr.            | Greensboro    | NC    | 27406      | christianfelton10@gmail.com |

# ELON UNIVERSITY – NLRB CASE NO. 10-RC-231745 – AMENDED VOTER LIST

|     | Full Name                   | Work Location | Shift | Job Classification | Primary #    | Second #     | Address                             | City        | State | Zip   | Email Address            |
|-----|-----------------------------|---------------|-------|--------------------|--------------|--------------|-------------------------------------|-------------|-------|-------|--------------------------|
| 93  | Feng, Xinyu                 | CAS           | N/A   | Part-Time          | 336-405-7685 |              | 321 Pisgah Church Rd., Apt. 2Q      | Greensboro  | NC    | 27455 | x_feng@uncg.edu          |
| 94  | Finnen, Amanda              | CAS           | N/A   | Part-Time          | 704-604-8837 |              | 2437 Tusket Ct.                     | Raleigh     | NC    | 27613 | amanda.finnen@gmail.com  |
| 95  | Flannery, Michael McConnell | CAS           | N/A   | Part-Time          | 336-288-7158 | 336-508-4189 | 3031 Lake Forest Drive              | Greensboro  | NC    | 27408 |                          |
| 96  | Fleming, Nancy              | CAS           | N/A   | Part-Time          | 336-380-1069 |              | 403 Truitt Dr.                      | Elon        | NC    | 27244 | dnnflem@bellsouth.net    |
| 97  | Fletcher, David             | CAS           | N/A   | Part-Time          | 704-754-5214 | 336-584-3229 | 507 Brown Bark Ln.                  | Gibsonville | NC    | 27249 | dfletcher2004@yahoo.com  |
| 98  | Fox, Jonathan               | JCM           | N/A   | Part-Time          | 336-421-6533 |              | 5500 Joyful Way                     | Burlington  | NC    | 27217 |                          |
| 99  | Gambetta, Charles           | CAS           | N/A   | Part-Time          | 336-317-3921 | 336-643-8730 | 7801 Cedar Point Dr.                | Sumnerfield | NC    | 27358 | cgambetta@triad.rr.com   |
| 100 | Gary, Robin                 | CAS           | N/A   | Part-Time          | 919-435-1696 | 919-605-6408 | 14113 Kennington Park Dr., Apt. 207 | Raleigh     | NC    | 27614 | robinmariegary@gmail.com |
| 101 | Gaspard, Louis              | CAS           | N/A   | Part-Time          | 917-370-6935 |              | 106 Pathwood Ln                     | Durham      | NC    | 27705 | gaspardlouis@yahoo.com   |
| 102 | Gelfand, Rachel Sarah       | CAS           | N/A   | Part-Time          | 617-694-3230 |              | 423 a Whitehead Cir                 | Chapel Hill | NC    | 27514 |                          |
| 103 | Gignoux, Marguerite Jay     | CAS           | N/A   | Part-Time          | 919-967-3539 |              | 106 West Poplar Extension           | Carrboro    | NC    | 27510 | mjgignoux@aol.com        |
| 104 | Gruener, Luba               | EDU           | N/A   | Limited Term       | 336-447-4454 |              | 117 Victoria Ln.                    | Gibsonville | NC    | 27249 |                          |
| 105 | Ha, Chiwon                  | CAS           | N/A   | Part-Time          | 336-929-6916 |              | 113 N. Church St., #102             | Greensboro  | NC    | 27401 | hi@jiwonha.com           |
| 106 | Hackworth, Richard          | LSB           | N/A   | Part-Time          | 336-508-2822 |              | 1900 Swannanoa Dr.                  | Greensboro  | NC    | 27410 |                          |

# ELON UNIVERSITY – NLRB CASE NO. 10-RC-231745 – AMENDED VOTER LIST

|     | Full Name                 | Work Location | Shift | Job Classification | Primary #    | Second #     | Address                       | City        | State | Zip   | Email Address                  |
|-----|---------------------------|---------------|-------|--------------------|--------------|--------------|-------------------------------|-------------|-------|-------|--------------------------------|
| 107 | Harmon, Sarah Elizabeth   | CAS           | N/A   | Part-Time          | 336-449-2041 | 336-706-3720 | 502 Brookfield Dr.            | Gibsonville | NC    | 27249 | sarahharmon531@gmail.com       |
| 108 | Harwood, Marshall         | CAS           | N/A   | Part-Time          | 303-261-2558 |              | 415 Courtland Dr.             | Elon        | NC    | 27244 |                                |
| 109 | Hasnaliyev, Orkhan        | LSB           | N/A   | Limited Term       | 919-536-2594 |              | 203 Sutter Gate Ln.           | Morrisville | NC    | 27560 |                                |
| 110 | Henneton, Mireille        | CAS           | N/A   | Part-Time          | 984-234-8913 |              | 2000 Batty Hill Dr., Apt. 112 | Chapel Hill | NC    | 27516 | diane.henneton@gmail.com       |
| 111 | Hennis Besecker, Laura    | CAS           | N/A   | Part-Time          | 919-699-3357 |              | 1311 Princeton Dr.            | Elon        | NC    | 27244 | lkhemis@uncg.edu               |
| 112 | Herlin, John              | LSB           | N/A   | Limited Term       | 210-833-2042 |              | 813 Clarendon St.             | Durham      | NC    | 27705 |                                |
| 113 | Herman, G.                | CAS           | N/A   | Part-Time          | 919-929-0558 |              | 106 Bristol Dr.               | Chapel Hill | NC    | 27516 | herman@broughlawfirm.com       |
| 114 | Hershberger, Kathleen     | CAS           | N/A   | Part-Time          | 971-404-4460 |              | 819 Woodside Park Ln.         | Durham      | NC    | 27704 | kathleen.hershberger@gmail.com |
| 115 | Hibbitts, James           | JCM           | N/A   | Part-Time          | 704-906-0552 |              | 9318 Penshurst Trace          | Charlotte   | NC    | 28210 |                                |
| 116 | Higgins, Carter Hawthorne | CAS           | N/A   | Part-Time          | 757-604-8210 |              | 929 Urban St., Apt. B         | Durham      | NC    | 27701 | chh64@cornell.edu              |
| 117 | Higgins, Lauren Quinn     | CAS           | N/A   | Part-Time          | 330-212-5177 |              | 3203 Bardwell Rd.             | Greensboro  | NC    | 27410 | peterstonlq@gmail.com          |
| 118 | Higham, David             | LSB           | N/A   | Part-Time          | 336-329-9533 |              | 1932 Woodland Ave.            | Burlington  | NC    | 27215 | higham.david@gmail.com         |
| 119 | Hill, April               | CAS           | N/A   | Part-Time          | 336-209-6550 |              | 6604 Championship Dr.         | Whitsett    | NC    | 27377 | aprilalto@triad.rr.com         |
| 120 | Hoban, Thomas J           | CAS           | N/A   | Part-Time          | 919-222-6757 |              | 112 Hillcrest Ave.            | Carrboro    | NC    | 27510 | DrTomHoban@gmail.com           |
| 121 | Hoffman, Kevin            | CAS           | N/A   | Limited Term       | 917-584-0152 |              | 2612 Beechwood St.            | Greensboro  | NC    | 27403 | kevin@kevinhoffmann.com        |

# ELON UNIVERSITY – NLRB CASE NO. 10-RC-231745 – AMENDED VOTER LIST

|     | Full Name                | Work Location | Shift | Job Classification | Primary #    | Second #     | Address                              | City          | State | Zip   | Email Address              |
|-----|--------------------------|---------------|-------|--------------------|--------------|--------------|--------------------------------------|---------------|-------|-------|----------------------------|
| 122 | Hohertz, Jeremy          | CAS           | N/A   | Part-Time          | 440-503-9902 | 440-941-4453 | 5671 Whippoorwill Dr.                | Pfafftown     | NC    | 27040 | jeremy.hohertz@gmail.com   |
| 123 | Horsford, Christina E.   | CAS           | N/A   | Limited Term       | 914-438-5814 |              | 11312 U.S. 15-501 North, Ste 107-119 | Chapel Hill   | NC    | 27517 | horsford@live.unc.edu      |
| 124 | Houlihan, Gerrie         | CAS           | N/A   | Part-Time          | 919-491-7557 |              | 5 Whitburn Pl.                       | Durham        | NC    | 27705 | ghoulihan@fsu.edu          |
| 125 | Hovis, Meredith          | CAS           | N/A   | Part-Time          | 704-235-8398 |              | 213 Taylor St., #D                   | Raleigh       | NC    | 27607 | mehovis@ncsu.edu           |
| 126 | Howell, Mary Leigh       | JCM           | N/A   | Part-Time          | 336-317-7713 |              | 907 Olive St.                        | Greensboro    | NC    | 27401 |                            |
| 127 | Huerta-Bapat, Carmen     | CAS           | N/A   | Part-Time          | 814-777-7390 |              | 463 S. Greensboro St.                | Carrboro      | NC    | 27510 | chuerta@unc.edu            |
| 128 | Hughes, Geoffrey R       | CAS           | N/A   | Part-Time          | 919-338-1018 |              | 812 S. Poplar St.                    | Winston-Salem | NC    | 27101 |                            |
| 129 | Iwinski, Mark            | CAS           | N/A   | Part-Time          | 919-251-9742 | 210-287-8234 | 2902 Quincemoor Rd.                  | Durham        | NC    | 27712 | miwinski@nc.rr.com         |
| 130 | Jablonski, Michael David | CAS           | N/A   | Part-Time          | 917-749-2040 |              | 51-34 30th Ave., #E4P                | Woodside      | NY    | 11377 | mjablon707@aol.com         |
| 131 | Jacob, Jr., Joseph       | EDU           | N/A   | Part-Time          | 919-545-0924 |              | 747 Rock Rest Rd.                    | Pittsboro     | NC    | 27312 |                            |
| 132 | Jacobs, Joshua           | LSB           | N/A   | Part-Time          | 216-570-3697 |              | 3611 University Dr., Apt. 3A         | Durham        | NC    | 27707 |                            |
| 133 | Johnson, Carroll         | CAS           | N/A   | Part-Time          | 336-691-1359 |              | 1007 Hammel Rd.                      | Greensboro    | NC    | 27408 |                            |
| 134 | Johnson, Dane Michael    | CAS           | N/A   | Part-Time          | 732-513-0499 |              | 210 Commons Way                      | Chapel Hill   | NC    | 27516 | johnson.dane@gmail.com     |
| 135 | Johnson, Keith McKenzie  | LSB           | N/A   | Part-Time          | 617-686-4060 |              | 180 BPW Club Rd., Apt. K1            | Carrboro      | NC    | 27510 | keith.johnson389@gmail.com |
| 136 | Jones, Jeffery           | CAS           | N/A   | Part-Time          | 919-539-7674 |              | 2412 Clerestory Pl.                  | Raleigh       | NC    | 27615 | jarjones@nc.rr.com         |

**ELON UNIVERSITY – NLRB CASE NO. 10-RC-231745 – AMENDED VOTER LIST**

|     | Full Name                       | Work Location | Shift | Job Classification | Primary #    | Second #     | Address              | City          | State | Zip   | Email Address                                     |
|-----|---------------------------------|---------------|-------|--------------------|--------------|--------------|----------------------|---------------|-------|-------|---|
| 137 | Jones, Timothy                  | CAS           | N/A   | Part-Time          | 443-852-2686 |              | 4718 Wildwood St.    | Raleigh       | NC    | 27612 | tim.24.jones@gmail.com                            |
| 138 | Jordan, Brooke                  | CAS           | N/A   | Part-Time          | 919-604-1114 |              | 108 Trappers Run Dr. | Cary          | NC    | 27513 | bljordan@live.unc.edu                             |
| 139 | Juth, Eric                      | CAS           | N/A   | Part-Time          | 724-777-0130 |              | 1510 Lynwood Ave.    | Winston-Salem | NC    | 27104 | juth.eric@gmail.com                               |
| 140 | Kaizen, Jody                    | CAS           | N/A   | Part-Time          | 336-542-0816 | 336-509-3518 | 12 Wheaton Cir.      | Greensboro    | NC    | 27406 | jodycauthen@gmail.com                             |
| 141 | Kaprielyan, Margarita           | LSB           | N/A   | Limited Term       | 954-336-8449 |              | 702 Perkins Dr.      | Chapel Hill   | NC    | 27514 |   |
| 142 | Kasserman, Robert               | LSB           | N/A   | Part-Time          | 336-497-1452 |              | 403 Stoney Run Dr.   | McLeansville  | NC    | 27301 |   |
| 143 | Keegan, Brennan Lynn            | CAS           | N/A   | Part-Time          | 406-223-8432 |              | 34 Hawthorne Dr.     | Durham        | NC    | 27712 | brenna.keegan@duke.edu                            |
| 144 | Keith, Marc                     | CAS           | N/A   | Limited Term       | 513-288-2510 |              | 2506 Yanceyville St. | Greensboro    | NC    | 27405 | mkeith2@uncg.edu;<br>wolfathedoor08@hotmail.com   |
| 145 | Kier, Laurin                    | CAS           | N/A   | Visiting           | 336-380-0476 |              | 2675 Campus Box      | Elon          | NC    | 27244 |   |
| 146 | Kimbrough, Jennifer             | CAS           | N/A   | Limited Term       | 336-908-4648 |              | 3110 Fairbluff Ct.   | Summerfield   | NC    | 27358 |   |
| 147 | Kuhn, Lina                      | CAS           | N/A   | Limited Term       | 757-277-1988 |              | 1632 Regency Dr.     | Burlington    | NC    | 27215 | linajkuhn@gmail.com                               |
| 148 | Kurdi, Payez                    | CAS           | N/A   | Part-Time          | 984-233-0816 |              | 4728 Delta Ridge Ct. | Raleigh       | NC    | 27612 | fkurdi@ncsu.edu                                   |
| 149 | Lachapelle, Maria               | LSB           | N/A   | Part-Time          | 336-682-7131 |              | 500 Cascade Ave.     | Winston-Salem | NC    | 27127 |   |
| 150 | Lacy, Laura                     | JCM           | N/A   | Part-Time          | 865-924-7430 |              | 2111 Ridgefield Dr.  | Chapel Hill   | NC    | 27517 |   |
| 151 | Ladd, Susan Kay                 | JCM           | N/A   | Part-Time          | 336-299-6990 |              | 906 Chatfield Dr.    | Greensboro    | NC    | 27410 |   |
| 152 | Lang Hilgartner, Judith Kristin | CAS           | N/A   | Limited Term       | 919-259-5290 |              | 112 Gene Sarazen Dr. | Mebane        | NC    | 27302 | knh5xx@virginia.edu;<br>KNHGRACEMUSIC@AIM.CO<br>M |

**ELON UNIVERSITY – NLRB CASE NO. 10-RC-231745 – AMENDED VOTER LIST**

|     | Full Name                | Work Location | Shift | Job Classification | Primary #    | Second #     | Address                        | City          | State | Zip   | Email Address         |
|-----|--------------------------|---------------|-------|--------------------|--------------|--------------|--------------------------------|---------------|-------|-------|-----------------------|
| 153 | Lange, Kristin           | CAS           | N/A   | Limited Term       | 336-904-1178 |              | 3109 Commerce Place, Apt. D    | Burlington    | NC    | 27215 |                       |
| 154 | Lasater, Morgan Gentry   | JCM           | N/A   | Part-Time          | 336-227-2916 |              | 701 Edinburgh Ct.              | Burlington    | NC    | 27215 |                       |
| 155 | Leaf-Prince, Patricia    | CAS           | N/A   | Part-Time          | 919-321-8503 |              | 5208 Oakbrook Dr.              | Durham        | NC    | 27713 | pleafrince@ncsu.edu   |
| 156 | Leamy, Deborah           | CAS           | N/A   | Limited Term       | 917-749-4156 |              | 2748 Amick Rd.                 | Elon          | NC    | 27244 | dleamy830@gmail.com   |
| 157 | Ledford, Jennifer        | CAS           | N/A   | Part-Time          | 336-817-7424 |              | 1303 Cardinal Pl.              | Greensboro    | NC    | 27408 |                       |
| 158 | Lee, Kenneth             | CAS           | N/A   | Part-Time          | 336-601-3425 |              | 940 Pensford Dr.               | Whitsett      | NC    | 27377 |                       |
| 159 | Lemack, Bradley Steven   | JCM           | N/A   | Part-Time          | 626-285-4040 |              | 2275 Huntington Dr., Suite 552 | San Marino    | CA    | 91108 |                       |
| 160 | Leonard, Amy             | EDU           | N/A   | Part-Time          | 336-449-9196 |              | 6375 Clubside Dr.              | Whitsett      | NC    | 27377 |                       |
| 161 | LeTrent-Jones, Tony G.   | LSB           | N/A   | Part-Time          | 336-299-0463 |              | 115 Green Valley Rd.           | Greensboro    | NC    | 27403 | letrentjones@cs.com   |
| 162 | Ligo, Seth               | CAS           | N/A   | Part-Time          | 704-578-2780 |              | 1020 N. Buchanan Blvd.         | Durham        | NC    | 27701 | sethligo@gmail.com    |
| 163 | Liu, Xin                 | LSB           | N/A   | Limited Term       | 704-808-0131 |              | 782 Boone Station Dr., Apt. K  | Burlington    | NC    | 27215 |                       |
| 164 | Love, Anna               | CAS           | N/A   | Part-Time          | 812-327-5502 |              | 936 Marguerite Dr.             | Winston-Salem | NC    | 27106 | annaalove@gmail.com   |
| 165 | Maren-Hogan, Mesha Marie | CAS           | N/A   | Part-Time          | 828-284-4403 |              | 306 Estes Dr. Ext., Apt. 18-B  | Carboro       | NC    | 27510 | meshamaren@gmail.com  |
| 166 | Marino, Mena             | CAS           | N/A   | Limited Term       | 336-395-4717 | 336-513-0196 | 1408 Tarleton Ave.             | Burlington    | NC    | 27215 | mena.marino@gmail.com |
| 167 | Marquez, Rachel Lynn     | CAS           | N/A   | Part-Time          | 623-451-0559 |              | 1298 Lael Forest Tr.           | Burlington    | NC    | 27215 | rehlmarquez@gmail.com |

**ELON UNIVERSITY – NLRB CASE NO. 10-RC-231745 – AMENDED VOTER LIST**

|     | Full Name                           | Work Location | Shift | Job Classification | Primary #    | Second #     | Address                    | City         | State | Zip   | Email Address                            |
|-----|-------------------------------------|---------------|-------|--------------------|--------------|--------------|----------------------------|--------------|-------|-------|--|
| 168 | Martin, Robert                      | LSB           | N/A   | Part-Time          | 336-512-9859 |              | 211 Eva Dr.                | Gibsonville  | NC    | 27249 |  |
| 169 | Martin-Seaver, Madeline             | CAS           | N/A   | Limited Term       | 240-925-7073 |              | 1500 Brent Ct., Unit 10C   | Burlington   | NC    | 27215 | mmartinseaver@gmail.com                  |
| 170 | Mayer, Anthony                      | CAS           | N/A   | Part-Time          | 919-444-4187 |              | 174 Blue Heron Farm Rd.    | Pittsboro    | NC    | 27312 | aamayer@ncsu.edu                         |
| 171 | Mazarick, Megan                     | CAS           | N/A   | Part-Time          | 919-539-1092 |              | 407 Bingham St.            | Durham       | NC    | 27703 | meganmazarick@gmail.com                  |
| 172 | McBride, Richard W                  | CAS           | N/A   | Part-Time          | 919-732-3332 |              | 326 N. Cameron St          | Hillsborough | NC    | 27278 |  |
| 173 | McCain, Elizabeth                   | LSB           | N/A   | Limited Term       | 336-327-5515 |              | 302 Pearce Dr.             | Jamestown    | NC    | 27282 |  |
| 174 | McCandless, Dennis Kyle             | CAS           | N/A   | Part-Time          | 336-988-1379 |              | 1807 Natchez Trace         | Greensboro   | NC    | 27455 | halherd@gmail.com                        |
| 175 | McKinney, Bryan                     | EDU           | N/A   | Part-Time          | 336-686-3324 |              | 3025 Truitt Dr.            | Burlington   | NC    | 27215 |  |
| 176 | McMillion, Rebecca                  | CAS           | N/A   | Part-Time          | 336-632-1811 |              | 4105 Suffolk Trl.          | Greensboro   | NC    | 27407 | hiredhandsRMC@aol.com                    |
| 177 | Medler, Charles                     | CAS           | N/A   | Part-Time          | 919-967-9624 | 919-260-7585 | 300 Wesley Dr.             | Chapel Hill  | NC    | 27516 | ncyte@mindspring.com                     |
| 178 | Medlock Kakaley, Elizabeth Katherin | CAS           | N/A   | Part-Time          | 513-374-9919 |              | 432 Ridgecrest Rd.         | Cary         | NC    | 27511 | elizmedlock@gmail.com                    |
| 179 | Meeks, Olivia                       | CAS           | N/A   | Part-Time          | 336-314-6618 |              | 2610 Camden Rd.            | Greensboro   | NC    | 27403 | meeks.liv@gmail.com;<br>livmks@yahoo.com |
| 180 | Mehas, Shayna                       | CAS           | N/A   | Visiting           | 510-502-6752 |              | 4314 Swarthmore Rd         | Durham       | NC    | 27707 |  |
| 181 | Metivier, Krishna Luciana           | CAS           | N/A   | Part-Time          | 773-683-8128 |              | 1600 Anderson St., Apt. C3 | Durham       | NC    | 27707 | klm89@duke.edu                           |
| 182 | Meyer, Jessica                      | CAS           | N/A   | Part-Time          | 804-938-4879 |              | P.O. Box 48                | White Plains | VA    | 23893 | jessicajmeyer@gmail.com                  |
| 183 | Migliori, Giuliano                  | CAS           | N/A   | Part-Time          | 985-750-6697 |              | 222A Valley Park Dr.       | Chapel Hill  | NC    | 27514 | migliori@live.unc.edu                    |
| 184 | Miller, Joshua Preston              | CAS           | N/A   | Part-Time          | 904-501-1193 |              | 16 Preakness Dr.           | Durham       | NC    | 27713 | millerjp@email.unc.edu                   |

**ELON UNIVERSITY – NLRB CASE NO. 10-RC-231745 – AMENDED VOTER LIST**

|     | Full Name                   | Work Location | Shift | Job Classification | Primary #    | Second #     | Address                       | City          | State | Zip   | Email Address              |
|-----|-----------------------------|---------------|-------|--------------------|--------------|--------------|-------------------------------|---------------|-------|-------|----------------------------|
| 185 | Milojevich, Jovan           | CAS           | N/A   | Part-Time          | 925-286-4556 |              | 112 Cabernet Dr.              | Chapel Hill   | NC    | 27516 | milojev@uci.edu            |
| 186 | Milsom, Gregory             | LSB           | N/A   | Part-Time          | 410-404-4798 |              | 342 Euphoria Circle           | Cary          | NC    | 27519 | greg.milsom@gmail.com      |
| 187 | Moccia, Loredana            | CAS           | N/A   | Part-Time          | 336-499-0692 | 865-712-5037 | 1201 Barksdale Rd.            | Lewisville    | NC    | 27023 | loredana.moccia@gmail.com  |
| 188 | Moore, Amanda               | CAS           | N/A   | Part-Time          | 419-357-6032 |              | 1102 W. Northwood St.         | Greensboro    | NC    | 27408 | mandi.ross05@gmail.com     |
| 189 | Morehead, Craig             | CAS           | N/A   | Limited Term       | 214-770-9817 |              | 1106 Neal St.                 | Greensboro    | NC    | 27403 | craigmorehead@gmail.com    |
| 190 | Morgan, Daniel R            | CAS           | N/A   | Part-Time          | 434-284-2591 |              | 100 Rock Haven Rd., Apt. L202 | Carrboro      | NC    | 27510 | morgandw@live.unc.edu      |
| 191 | Morgan, Jessica             | CAS           | N/A   | Part-Time          | 336-407-9055 |              | 3741 Spaulding Dr.            | Winston-Salem | NC    | 27105 | jdmorgan@aggies.ncat.edu   |
| 192 | Morgan-Smith, Mary Margaret | CAS           | N/A   | Part-Time          | 404-414-4002 |              | 503 Gurley St.                | Durham        | NC    | 27701 | smithmmm@email.unc.edu     |
| 193 | Moura, David                | LSB           | N/A   | Limited Term       | 954-336-8449 |              | 702 Perkins Dr.               | Chapel Hill   | NC    | 27514 |                            |
| 194 | Mujanovic, Jasmin           | CAS           | N/A   | Part-Time          | 224-255-9380 |              | 1313 Valley Run               | Durham        | NC    | 27707 | jmujanovic@gmail.com       |
| 195 | Mukherjee, Sriparna         | CAS           | N/A   | Part-Time          | 408-883-5611 |              | 108 Silverbrook Dr.           | Cary          | NC    | 27513 | sriparna.mukher@gmail.com  |
| 196 | Needham, Stephanie          | CAS           | N/A   | Limited Term       | 336-653-8440 |              | 622 Dublin Rd.                | Asheboro      | NC    | 27203 | sdneedham@gmail.com        |
| 197 | Newton, Jr., Joseph         | CAS           | N/A   | Part-Time          | 336-404-0920 | 336-230-1670 | 817 Kensington Dr., Apt. A    | Cary          | NC    | 27511 |                            |
| 198 | Niedziela, Jr., Carl        | CAS           | N/A   | Part-Time          | 336-939-2219 |              | 465 Dibrell Rd.               | Pelham        | NC    | 27311 |                            |
| 199 | Nowosiadło, Danielle        | EDU           | N/A   | Limited Term       | 352-653-8531 |              | 2202 Huntington Rd, A2        | Burlington    | NC    | 27215 |                            |
| 200 | Nunez, Jennifer Maria       | CAS           | N/A   | Part-Time          | 646-342-7611 |              | 600 South 5th St.             | Mebane        | NC    | 27302 | jennifer.m.nunez@gmail.com |

# ELON UNIVERSITY – NLRB CASE NO. 10-RC-231745 – AMENDED VOTER LIST

|     | Full Name                | Work Location | Shift | Job Classification | Primary #    | Second #     | Address                             | City          | State | Zip        | Email Address                                       |
|-----|--------------------------|---------------|-------|--------------------|--------------|--------------|-------------------------------------|---------------|-------|------------|---|
| 201 | O'Neal, Crystal          | CAS           | N/A   | Part-Time          | 336-212-0649 | 336-449-9744 | 2063 Cullen Rd.                     | Gibsonville   | NC    | 27249      | crystalnclunior@gmail.com                           |
| 202 | Oakes, Scott             | LSB           | N/A   | Part-Time          | 336-697-8064 |              | P. O. Box 543                       | Mc Leansville | NC    | 27301-0056 |   |
| 203 | O'Boyle, Mary Jane       | JCM           | N/A   | Limited Term       | 843-762-0043 |              | 845 Robert E. Lee Blvd.             | Charleston    | SC    | 29412      |   |
| 204 | Olson, Julianne          | CAS           | N/A   | Part-Time          | 360-319-1662 |              | 508 Charter Pl.                     | Greensboro    | NC    | 27405      | parkjuliannegrace@gmail.com                         |
| 205 | Olson, Nathaniel Richard | CAS           | N/A   | Part-Time          | 847-987-8607 |              | 508 Charter Pl.                     | Greensboro    | NC    | 27405      | nathaniel.r.olson@gmail.com                         |
| 206 | Pakdtil Kesgin, Sumeyye  | CAS           | N/A   | Part-Time          | 785-979-1483 |              | 224 Beringer Pl.                    | Chapel Hill   | NC    | 27516      | spakdtil@gmail.com                                  |
| 207 | Parker, John             | CAS           | N/A   | Limited Term       | 910-379-5145 |              | 309 S. Main St.                     | Salemberg     | NC    | 28385      | rainey.parker@gmail.com                             |
| 208 | Pelt, Jeremy Mitchell    | CAS           | N/A   | Part-Time          | 828-242-7020 |              | 7032 Kidwelly Lane                  | Matthews      | NC    | 28104      | jeremypelt@gmail.com                                |
| 209 | Peterson, Sarah Ashley   | CAS           | N/A   | Part-Time          | 336-202-1142 |              | 1907 Walker Ave.                    | Greensboro    | NC    | 27403      | sapeterson@gmail.com                                |
| 210 | Picard, Kathryn Therese  | CAS           | N/A   | Part-Time          | 985-778-8666 |              | 509 Bon Air Ave.                    | Durham        | NC    | 27704      | kathryn.picard@duke.edu                             |
| 211 | Pierce, David A          | JCM           | N/A   | Part-Time          | 310-274-9191 |              | 9100 Wilshire Blvd, 3225 East Tower | Beverly Hills | CA    | 90212      |   |
| 212 | Pinnix, Zandra           | CAS           | N/A   | Limited Term       | 336-656-1257 | 336-543-8869 | 6890 Pritchett Creek Dr.            | Brown Summit  | NC    | 27214      | drzkipinnix@gmail.com                               |
| 213 | Poole, Mariana           | CAS           | N/A   | Part-Time          | 919-933-2440 | 919-962-5174 | 1050 Whippoorwill Ln.               | Chapel Hill   | NC    | 27517      | mpoole1@artist.uncsa.edu;<br>rohrpool@bellsouth.net |
| 214 | Pratson, Elizabeth       | CAS           | N/A   | Part-Time          | 919-929-8658 |              | 1520 Meadow Ln.                     | Chapel Hill   | NC    | 27516      | epratson@gmail.com                                  |
| 215 | Price, John              | CAS           | N/A   | Part-Time          | 919-791-7978 |              | 608 Gantwood Ln.                    | Whitsett      | NC    | 27377      | drprice@carolinachildpsychology.com                 |

# ELON UNIVERSITY – NLRB CASE NO. 10-RC-231745 – AMENDED VOTER LIST

|     | Full Name                | Work Location | Shift | Job Classification | Primary #    | Second #     | Address                       | City        | State | Zip   | Email Address                  |
|-----|--------------------------|---------------|-------|--------------------|--------------|--------------|-------------------------------|-------------|-------|-------|--------------------------------|
| 216 | Ramsey, Ashlee           | CAS           | N/A   | Part-Time          | 336-830-1385 |              | 5717 Friendship Circle Rd.    | East Bend   | NC    | 27018 | ashlee.jo.ramsey@gmail.com     |
| 217 | Rao, Narasinga           | CAS           | N/A   | Part-Time          | 919-423-0481 |              | 509 Perry Creek Dr.           | Chapel Hill | NC    | 27514 | nrao555@gmail.com              |
| 218 | Ritter, Angela Lynn      | CAS           | N/A   | Part-Time          | 919-308-6895 |              | 8214 Eagle View Dr.           | Durham      | NC    | 27713 | alpeters@email.unc.edu         |
| 219 | Roberson, Dewayne        | LSB           | N/A   | Part-Time          | 919-698-6598 |              | 4243 Dunkirk Dr.              | Burlington  | NC    | 27215 |                                |
| 220 | Roberts, Jr., James      | CAS           | N/A   | Part-Time          | 919-960-7177 |              | 1045 Clearwater Lake Rd.      | Chapel Hill | NC    | 27517 |                                |
| 221 | Rodenbough, Mary Frances | JCM           | N/A   | Part-Time          | 336-971-7694 |              | 211 West Avondale Dr.         | Greensboro  | NC    | 27403 | MFFAWCETT@GMAIL.COM            |
| 222 | Rosario, Carrie          | CAS           | N/A   | Part-Time          | 336-553-7421 |              | 5726 Oak Tree Rd.             | Greensboro  | NC    | 27455 | cmrosari@gmail.com             |
| 223 | Russell, Allison         | CAS           | N/A   | Part-Time          | 336-228-0828 | 336-662-3231 | 1817 Bethany Dr.              | Graham      | NC    | 27253 | Allison_Russell@abss.k12.nc.us |
| 224 | Sabo, Elma               | JCM           | N/A   | Part-Time          | 919-563-8541 |              | 508 S. 5th St.                | Mebane      | NC    | 27302 |                                |
| 225 | Samli, Sherife Ayla      | CAS           | N/A   | Part-Time          | 919-451-4803 | 336-577-8788 | 303 Mimosa Dr.                | Greensboro  | NC    | 27403 | aylasmali@gmail.com            |
| 226 | Sawyer, Warren P         | JCM           | N/A   | Part-Time          | 336-380-3924 |              | 109 Carden Place Dr., Apt. H  | Mebane      | NC    | 27302 |                                |
| 227 | Schindler, Daniel John   | CAS           | N/A   | Part-Time          | 919-260-5446 |              | 201 NC 54, Apt. 726           | Carboro     | NC    | 27510 | dschindl@ad.unc.edu            |
| 228 | Schissel, Paul William   | CAS           | N/A   | Part-Time          | 919-951-5586 |              | 2000 Baity Hill Dr., Apt. 228 | Chapel Hill | NC    | 27514 | paulsch@email.unc.edu          |
| 229 | Schnell, Karen L.        | LSB           | N/A   | Part-Time          | 919-304-5880 |              | 4421 Lynch Store Road         | Mebane      | NC    | 27302 | schnellkar@yahoo.com           |
| 230 | Schoenrock, Sarah        | CAS           | N/A   | Part-Time          | 972-369-6337 |              | 4903 Bridgewood Dr.           | Durham      | NC    | 27713 | sarah_schoenrock@med.unc.edu   |

# ELON UNIVERSITY – NLRB CASE NO. 10-RC-231745 – AMENDED VOTER LIST

|     | Full Name                  | Work Location | Shift | Job Classification | Primary #    | Second #     | Address                         | City          | State | Zip   | Email Address             |
|-----|----------------------------|---------------|-------|--------------------|--------------|--------------|---------------------------------|---------------|-------|-------|---------------------------|
| 231 | Schwartz, Daphna Elizabeth | LSB           | N/A   | Part-Time          | 336-681-7080 |              | 726 Traveller Dr.               | Whitsett      | NC    | 27377 | Daphna.Schwartz@gmail.com |
| 232 | Scovell, Monica            | CAS           | N/A   | Part-Time          | 336-420-8299 |              | 2518 Sherwood St.               | Greensboro    | NC    | 27403 | monicascovell@gmail.com   |
| 233 | Shim, Insuk                | CAS           | N/A   | Limited Term       | 336-340-8066 |              | 2190 Meadow Run Dr.             | Greensboro    | NC    | 27455 | Insuk.shim@gmail.com      |
| 234 | Shropshire, Victoria H.    | CAS           | N/A   | Part-Time          | 336-278-5711 |              | 3504 Regents Park Ln., G12 9 HB | Greensboro    | NC    | 27455 |                           |
| 235 | Sink, Amanda Leigh         | CAS           | N/A   | Part-Time          | 336-476-6238 |              | 216 Rockspring Dr.              | Thomasville   | NC    | 27360 | alsink@uncg.edu           |
| 236 | Sivayogan, Nagalingam      | CAS           | N/A   | Part-Time          | 919-561-4624 |              | 2709 Tryon Pines Dr.            | Raleigh       | NC    | 27603 | nsivayogan@gmail.com      |
| 237 | Skidmore, Daniel           | CAS           | N/A   | Part-Time          | 336-543-5103 |              | 132 Camburn Ct.                 | Winston-Salem | NC    | 27127 | danskidmore@yahoo.com     |
| 238 | Skogen, Meaghan            | CAS           | N/A   | Part-Time          | 336-449-7562 | 336-686-4747 | 6321 Hibiscus Ct.               | Whitsett      | NC    | 27377 |                           |
| 239 | Smith, David               | CAS           | N/A   | Part-Time          | 919-360-4863 |              | 105 Fidelity St., Apt. A-13     | Carrboro      | NC    | 27510 | davidsmith05@gmail.com    |
| 240 | Smith, Michael             | CAS           | N/A   | Part-Time          | 336-350-4611 |              | 700 Timbergate Dr.              | Gibsonville   | NC    | 27249 |                           |
| 241 | Smith, Russell             | CAS           | N/A   | Part-Time          | 336-662-2706 |              | 3708 Wayfarer Dr.               | Greensboro    | NC    | 27410 | rustyasmith@me.com        |
| 242 | Sommers, Mitchel Ellis     | CAS           | N/A   | Part-Time          | 336-337-3512 |              | 425 Brandon St.                 | Greensboro    | NC    | 27405 | msommers@ctgso.org        |
| 243 | Sostaita, Barbara Andrea   | CAS           | N/A   | Part-Time          | 336-969-1926 | 336-695-8925 | 1233 Holly Hill Dr.             | Durham        | NC    | 27713 | bsostaita@unc.edu         |
| 244 | Spray, Sharon L.           | CAS           | N/A   | Limited Term       | 336-675-1624 |              | 2447 Glencoe St.                | Burlington    | NC    | 27217 |                           |
| 245 | Squadron, William          | JCM           | N/A   | Limited Term       | 917-678-7213 |              | 1610 Cappelquin Way             | Burlington    | NC    | 27215 |                           |
| 246 | Srigley, Grace             | CAS           | N/A   | Limited Term       | 919-525-8808 |              | 131 Carolina Ave.               | Burlington    | NC    | 27215 | glsrigle@ncsu.edu         |

# ELON UNIVERSITY – NLRB CASE NO. 10-RC-231745 – AMENDED VOTER LIST

|     | Full Name                 | Work Location | Shift | Job Classification | Primary #    | Second #     | Address                         | City        | State | Zip   | Email Address                                     |
|-----|---------------------------|---------------|-------|--------------------|--------------|--------------|---------------------------------|-------------|-------|-------|---|
| 247 | Stair, Jessica            | CAS           | N/A   | Part-Time          | 510-846-9278 |              | 1806 Grande Oaks Rd.            | Durham      | NC    | 27712 | stairjes@berkeley.edu                             |
| 248 | Stein, Helen              | CAS           | N/A   | Limited Term       | 336-524-8891 | 336-263-1845 | 101 Fernbrook Ct.               | Elon        | NC    | 27244 | chrissystein22@gmail.com;<br>cjsteinnnc@yahoo.com |
| 249 | Stevens, Elizabeth        | LSB           | N/A   | Part-Time          | 336-693-2001 |              | 602 Brookfield Dr.              | Gibsonville | NC    | 27249 |   |
| 250 | Stevens, Robert           | LSB           | N/A   | Part-Time          | 919-403-1996 |              | 3622 Lyckan Parkway, Suite 6007 | Durham      | NC    | 27707 | rstevens@healthcentricmarketin<br>g.com           |
| 251 | Stuart, Jr., Burton       | CAS           | N/A   | Part-Time          | 919-928-0550 |              | 81617 Alexander                 | Chapel Hill | NC    | 27517 | bstuart7@att.net                                  |
| 252 | Summers, Billy            | CAS           | N/A   | Part-Time          | 336-447-0721 |              | 716 Hawthorne Ridge Dr.         | Whitsett    | NC    | 27377 |   |
| 253 | Summers, Sandra Lindemann | CAS           | N/A   | Part-Time          | 919-384-0048 | 919-358-3826 | 3618 Stoneybrook Dr.            | Durham      | NC    | 27705 | sandra summers@yahoo.com                          |
| 254 | Swanner, Julie            | LSB           | N/A   | Part-Time          | 336-421-9869 |              | 4870 Sartin Rd.                 | Burlington  | NC    | 27217 | julieswanner@yahoo.com                            |
| 255 | Tekumalla, Divya          | LSB           | N/A   | Part-Time          | 336-510-5531 |              | 204 New Haven Lane              | Gibsonville | NC    | 27249 | tdiyya@gmail.com                                  |
| 256 | Terry, Aaron              | LSB           | N/A   | Part-Time          | 979-571-5196 |              | 1105 Olympic Dr.                | Mebane      | NC    | 27302 |   |
| 257 | Thomas, Katherine         | CAS           | N/A   | Part-Time          | 336-266-5832 |              | 652 N. NC Hwy 87                | Burlington  | NC    | 27217 | hmdcowgirl17@yahoo.com                            |
| 258 | Thomas, Robert            | EDU           | N/A   | Part-Time          | 336-212-2739 |              | 4933 Rumley Rd.                 | Graham      | NC    | 27253 |   |
| 259 | Thomas-Laemont, Patricia  | CAS           | N/A   | Limited Term       | 919-542-4602 |              | 1004 Poplar Forest Ln.          | Pittsboro   | NC    | 27312 |   |
| 260 | Tornow, Justin            | CAS           | N/A   | Part-Time          | 704-258-5997 |              | 803 Demerius St., #H3           | Durham      | NC    | 27701 | justin@justintomorrow.com                         |
| 261 | Toscak, Mark              | JCM           | N/A   | Part-Time          | 336-870-1297 | 336-350-8168 | 218 Green St.                   | Elon        | NC    | 27244 | mark@marktzk.com                                  |
| 262 | Tourek, Sara Ruth         | CAS           | N/A   | Part-Time          | 336-638-2681 |              | 5503 Copper Hill Ct.            | Greensboro  | NC    | 27407 | sarat5678@gmail.com                               |

**ELON UNIVERSITY – NLRB CASE NO. 10-RC-231745 – AMENDED VOTER LIST**

|     | Full Name               | Work Location | Shift | Job Classification | Primary #    | Second #     | Address                           | City          | State | Zip   | Email Address   |
|-----|-------------------------|---------------|-------|--------------------|--------------|--------------|-----------------------------------|---------------|-------|-------|---|
| 263 | Trexler, Elizabeth      | CAS           | N/A   | Part-Time          | 919-815-1368 |              | 404 Indian Hill Rd.               | Holly Springs | NC    | 27540 | elizabethtrexler@gmail.com                              |
| 264 | Turanchik, Thomas       | CAS           | N/A   | Part-Time          | 336-209-3117 |              | 103 Sandra Dr.                    | Jamestown     | NC    | 27282 |   |
| 265 | Urquhart, Elizabeth     | LSB           | N/A   | Part-Time          | 336-392-7821 |              | 403 W. Bessemer Ave.              | Greensboro    | NC    | 27401 |   |
| 266 | Vincent, Bill           | CAS           | N/A   | Part-Time          | 336-584-1662 |              | 5452 N. NC 49                     | Mebane        | NC    | 27302 |   |
| 267 | Wagner, Steven          | LSB           | N/A   | Part-Time          | 336-358-8167 |              | 1604 Northbay Dr.                 | Browns Summit | NC    | 27214 |   |
| 268 | Wallace, Heather        | CAS           | N/A   | Limited Term       | 919-308-7054 |              | 1505 Duke University Rd., Apt. 9F | Durham        | NC    | 27701 |   |
| 269 | Washington, Leah        | CAS           | N/A   | Limited Term       | 703-967-7934 |              | 3700 Bridgewater Rd., #U4         | Columbus      | GA    | 31909 | leahate@gmail.com                                       |
| 270 | Watson, Amanda          | CAS           | N/A   | Part-Time          | 210-845-6525 |              | 3014 Ardoch Dr.                   | Greensboro    | NC    | 27410 | a.l.watson2013@gmail.com                                |
| 271 | Watson, Maurice Shawnte | CAS           | N/A   | Part-Time          | 562-208-4864 |              | 3014 Ardoch Dr.                   | Greensboro    | NC    | 27410 | mauricewatson1@msn.com                                  |
| 272 | Wattad, Nizar           | JCM           | N/A   | Part-Time          | 310-486-7498 |              | 116 Serrano Way                   | Chapel Hill   | NC    | 27517 |   |
| 273 | Wellford, Jane C.       | CAS           | N/A   | Part-Time          | 336-214-9657 |              | 513 N. Gurney St.                 | Burlington    | NC    | 27215 |   |
| 274 | West, Jeffrey           | EDU           | N/A   | Part-Time          | 336-706-8877 |              | 217 N. Elam Ave.                  | Greensboro    | NC    | 27403 |   |
| 275 | Wheeler, Nina           | CAS           | N/A   | Part-Time          | 336-278-5242 | 919-471-1271 | 5341 N. Roxboro Rd.               | Durham        | NC    | 27712 |   |
| 276 | Wilkinson, Kyle         | JCM           | N/A   | Part-Time          | 919-408-2744 |              | 2504 Booker Creek Rd., #B         | Chapel Hill   | NC    | 27514 |   |
| 277 | Wimperis, Tedd          | CAS           | N/A   | Limited Term       | 860-318-1742 |              | 3040 - 305 Bluebird Ln.           | Mebane        | NC    | 27302 | wimperis@email.unc.edu;<br>the.wimperis.agency@snet.net |
| 278 | Wolfson, Roger          | JCM           | N/A   | Part-Time          |              |              |                                   |               |       |       |   |

**ELON UNIVERSITY – NLRB CASE NO. 10-RC-231745 – AMENDED VOTER LIST**

|     | Full Name               | Work Location | Shift | Job Classification | Primary #    | Second # | Address               | City          | State | Zip   | Email Address           |
|-----|-------------------------|---------------|-------|--------------------|--------------|----------|-----------------------|---------------|-------|-------|-------------------------|
| 279 | Yang, Ming-Lung         | CAS           | N/A   | Part-Time          | 646-309-8032 |          | 305 Cascade Ave.      | Winston-Salem | NC    | 27127 | yangm@uncsa.edu         |
| 280 | Zelder, Martin          | LSB           | N/A   | Part-Time          | 773-606-3583 |          | 404 N. Mendhenall St. | Greensboro    | NC    | 27401 |                         |
| 281 | Zhang, Ying             | CAS           | N/A   | Part-Time          | 919-308-9543 |          | 350 Red Elm Dr.       | Durham        | NC    | 27713 | y Zhang_nju@hotmail.com |
| 282 | Zhuang, Wenqin          | CAS           | N/A   | Part-Time          | 919-627-3683 |          | 402 Perry Creek Dr.   | Chapel Hill   | NC    | 27514 | zhuangwenqin@gmail.com  |
| 283 | Zwemer, Lillian Merriam | CAS           | N/A   | Part-Time          | 617-717-8696 |          | 112 Mendel Dr.        | Chapel Hill   | NC    | 27514 | limerriam@gmail.com     |

CAS – College of Arts and Science  
 LSB – Martha and Spencer Love School of Business  
 JCM – School of Communications  
 EDU – School of Education