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who don't like what is being required of the university on the one hand will refer to the percentage of hiring when they want to make themselves look good. There is always a back and forth between percentages or actual numbers when you're talking about a given situation so, in order to maximize the appearance or illusion that they're making great strides, they will resort to or emphasize percentages, so many more percentage points than previously. When it comes to minority faculty members, the number to be reached is so minuscule, 12 system-wide, that 1 person either direction, hired or not hired, constitutes a significant percentage--8.33 percent. But when they talk about having missed the mark they don't want to talk about 8.33 percent, then they want to go to an actual number and say, well, it's just one person. So either use percentages when you're talking about their supposed successes and their failure, or use actual numbers when they're talking about their supposed successes and their failures. In neither case is their record commendable. These benchmarks do not represent the only thing expected of the university. They should exceed that. They should want to exceed it. The fact that they missed that benchmark means that they should lose \$3,600,000. They should lose that. I'm not saying lose it. I'm saying use it. In nature, if you have a talent, an ability, a muscle, anything that is functional or operational, if you do not use it you will lose it. Nature does not believe in the wastage of energy. That's why carnivores eat carrion, because all of that constitutes energy which is going to be recycled one way or the other. So, in this instance, and I had said it in a published interview, my goal is not to, quote, punish, unquote, the university. It is to help them do what the law requires. Since they want to say that they don't have the money to do this or that or the other, I want to take this opportunity to set aside some money that is directed toward achieving what they're required to do under the law. We hear repeatedly the term zero tolerance: in the schools when we're dealing with youngsters, zero tolerance for this; when it comes to consuming alcohol, zero tolerance. When I'm dealing with an academic institution of higher learning I have zero tolerance for this kind of failure. This person, male or female, that they did not hire can be referred to as the three-and-a-half-million-dollar man or woman. You all remember the "Six Million Dollar Man", and then later Lindsay Wagner, the "Six Million Dollar Woman" (sic--"The