

NORTH CAROLINA STATE UNIVERSITY
Minutes of the Faculty Senate

January 9, 2018

3:00 p.m.

Regular Meeting No. 8 of the 64th Session: Faculty Senate Chambers January 9, 2018

Present: Chair Bird, Associate Chair Ange-van Heugten, Immediate Past Chair Moore, Parliamentarian Kellner, Senators Argyropoulos, Ash, Auerbach, Banks, Barrie, Berry-James, Boyer, Bullock, Bykova, Carver, Fath, Gunter, Havner, Hayes, Hergeth, Huffman, Kotek, Lim, Orcutt, Parker, Pearce, Sannes, Sederoff, Smith, Thakur, Young

Excused: Senators Eseryel, Feducia, Kathariou, Kuzma, Perros, Rever

Absent: Senators Hawkins, Lafitte, Nam

Guests: Duane Larick, Senior Vice Provost; Margery Overton, Vice Provost for Academic Strategy; Fred Parker, UNC Faculty Assembly Delegate/Assistant Professor; Roy Baroff, Faculty and Staff Ombuds Office; Molly (last name not provided), Student Government Representative; James Withrow, Student Senate Representative

1. **Call to Order** - *Carolyn Bird, Chair of the Faculty*
Chair Bird called the seventh meeting of the sixty-fourth session of the NC State Faculty Senate to order at 3:01 p.m.

2. **Introductory remarks**
Chair Bird asked the guests and invited speakers to introduce themselves.

3. **Announcements**
None

4. **Approval of the Minutes, Regular Meeting No. 7 of the 64th Session, November 28, 2017** - Associate Chair Ange-van Heugten called for a motion to approve the minutes for the seventh meeting of the 64th session of the NC State Faculty Senate. A motion and second were made and the minutes were unanimously approved, with noted corrections.

5. **Provost's Remarks and Q/A** - *Warwick Arden, Executive Vice Chancellor and Provost*

Provost Arden brought some announcements to the Faculty Senate:

In March will be Dr. Larick's five-year comprehensive review and his office will send out notification of dates and locations, as well as the survey.

The University Standing Committee online preference survey is now open and will be available through January 29. He encouraged the Senators to participate in the survey and to encourage their colleagues to participate as well. He added that this is an important part of shared governance.

Provost Arden added, as an introduction to Vice Provost Margery Overton's presentation, that we are 6.5 years into a 9-year strategic plan. He stated that, "As you know, we devised the strategic plan so that we would have the same overarching goals extending for 9 years, and we would have rolling three year implementation plans." He added that this makes a lot of sense because it is very difficult to say what actions and we, as an institution, will have to take 9 years from now to fulfill our strategic goals. While the goals and objectives may not change, the actions do change from time to time. He stated that the resources that we have to implement those actions change dramatically from year to year, as do the people who are available to help us implement those actions.

Provost Arden stated that every three years, the implementation plan is updated, which will be rolled out to you today through Vice Provost Overton's presentation.

6. NC State's Strategic Plan - Margery Overton, Vice Provost for Academic Strategy

Background: We are entering the last three years of NC State's Strategic Plan "The Pathway to the Future: NC State's 2011-2020 Strategic Plan. Vice Provost Overton will provide comments on the FY18-20 Implementation Plan - an overview of actions planned for the next three years.

Presentation can be viewed at this link:

<https://faculty.senate.ncsu.edu/files/2018/01/18.01.09-ALM-Strategic-Plan-Next-3-Years-final-faculty-senate.pdf>

Dr. Overton commented that it is interesting that the people in the room today that were in the room with her at the time this strategic plan was being vetted and developed on campus. She added that there may be people in the room today who were not on the NC State campus at that time, so this is new information for them. She added, "From a faculty point of view, I sat on the Faculty Senate as a representative of the College of Engineering prior to that, and we spent a lot of time debating and making comments either about the current University strategic plan or the one that was coming down from GA that seemed to come out of nowhere, and what were we supposed to do about it."

Dr. Overton stated that when this happened, we spent about a year in task force meetings, talking about all the things that we wanted to emerge. She stated that she agreed at the time that it was very campus-driven and it was difficult to be inclusive of

everyone, but she thought they did a good job. She added that one of the key things that she felt was done was once the plan was in place in April, 2011, we put together five task forces around the five goals to ask the question, "What are the things we need to do since we cannot let this strategic plan sit on the shelf." She added that they had to identify actions and let people know they were doing something. So they went back to some of the leadership of the committees and some new people, to try to organize what we were going to do. So from that came the first implementation plan, which has turned into the cycle of three.

VP Overton added that now we are here developing the third implementation plan and reminded the Senators again that all of the information is on the University website.

VP Overton stated that she feels the Administration does a tremendous job reporting to the campus and to internal and external constituents regarding progress on the Strategic Plan. Every November, she added, there is a report card presentation and every three years there is a presentation that provides a wrap-up of progress.

On the third phase and final phase, she stated, they have reflected back on our progress and wondered are there things that have emerged that should be included in the plan, things that have been finished and dropped, etc. She added that one of the things that happened in these last three years that was different from the prior years was the change in leadership within the Office of Finance and Administration and the change in the research office, making alignment necessary to familiarize everyone with the narrative of the Strategic Plan and the goals, and to bring them together so they can become contributing members of what will happen next.

VP Overton reviewed some of the pieces of the implementation plan and provided information surrounding the details and actionable items listed in the Strategic Plan. The presentation is outlined below (discussion follows this section) and the entire presentation can be viewed here:

<https://faculty senate.ncsu.edu/files/2018/01/18.01.09-ALM-Strategic-Plan-Next-3-Years-final-faculty-senate.pdf>:

1 - Student Success:

Access: Multiple Pathways to NC State; Enrollment Strategy

Traditional fall freshmen cohort; the new Spring Connection freshman cohort; Clear transfer degree plans; College partnership programs; NC State C3 Dual Admission Program

Central Resources

Academic Success Center (DH Hill)

-Budget: \$13.5M

-Estimated completion: Fall 2020

- Second floor:
 - Drop-in tutoring and by appointment
 - Writing center
 - Drop-in academic coaching, academic advising and career counseling
 - Undergraduate Research Office
- Third floor:
 - New library visualization and data spaces

Student Services Center (Harris Hall)

- Co-locate Cashier, Registration and Records, and Scholarships and Financial Aid
- Budget: \$1.4M
- Estimated completion: May 2018

Quality Enhancement Plan

- Expand and assess implementation of TH!NK strategies
- Expand delivery of faculty workshops and a faculty learning-community
- Build collaboration with libraries to integrate library resources
- Explore strategies to integrate TH!NK training and mentoring into existing infrastructure

Intersection of Critical and Creative Thinking, Design Thinking and Entrepreneurial Thinking

- What characteristics and skills are unique to NC State and how do they inform curricular and co-curricular activities?
- Synergy around the intersections of different ways of “thinking”
- Can we build on the QEP?

NC State Entrepreneurship

Alliance model for entrepreneurship programs

- Serving as a hub for entrepreneurship at NC State
- Consolidated communications strategy, new website
- Strategic coordination at the university level

Entrepreneurship Clinic to expand at Raleigh HQ

Undergraduate Certificate in Interdisciplinary Entrepreneurship

- Starting in Fall 2018

2 - Faculty and Infrastructure

Recruiting and Retaining Faculty

T/TT Faculty Transitions: FY 2012 – FY 2017

- Hires: 407
- Retentions: 242
- Separations: 361
- Start-up Costs: \$104.7 million
- Retention Costs: \$4.9 million
- Eligible for Retirement: 400

Recruiting Faculty

- Start-ups*
- Renovated spaces*
- Faculty clusters*
- Disciplinary hires*
- Core facilities*

Retaining Faculty

- Prioritizing faculty salaries*
- Advocate for more flexibility over salary increases*
- Campus and departmental culture*
- Endowed professorships and chairs*
- University Faculty Scholars*

Shared Core Research Facilities

- Analytical Instrumentation Facility*
- Cellular and Molecular Imaging Facility*
- Genomic Sciences Laboratory*
- Molecular Education, Technology and Research Innovation Center*
- NCSU Nanofabrication Facility*

Electronic Research Administration (eRA)

- Selected system to be announced in early 2018*
- Implementation and training phase to begin after project is awarded/contract finalized*

Engineering Building Oval

- Budget: \$137 million*
- Space: 225,000 GSF*
- Construction start: Spring 2018*
- Estimated completion: June 2020*

NC Plant Sciences Building

- Budget: \$160.2 million*
- Space: 187,000 GSF*
- Construction start: Summer 2019*
- Estimated completion: Winter 2021*

3 – Interdisciplinary Scholarship

Chancellor's Faculty Excellence Program

72 cluster faculty hires to date

- Looking forward*
- 8 open positions in 3* clusters,*
- 2 rehires for vacated positions*
- 3 open cluster-connecting positions*
- Support the ongoing success of the clusters*

Interdisciplinary Undergraduate Programs

First-year programs

*Life sciences
Environmental sciences
Explore model for other topics*

Interdisciplinary or multidisciplinary degree

Interdisciplinary Graduate Programs

Interdisciplinary graduate programs are affiliated with:

*Departments/colleges
Centers and institutes
Clusters*

Foster sustainability and growth of interdisciplinary programs

*Implement clear and consistent administrative structures
Develop clear and consistent funding models*

Plant Sciences Initiative

*Led by NC State and the N.C. Department of Agriculture and Consumer Services
Plan to work across multiple colleges and departments and partner with agricultural stakeholders
to assemble and recruit top faculty*

Hired inaugural PSI director

Initial recommended platforms: *plant improvement; plant data sciences; and food systems,
environmental sustainability and resilience*

Interdisciplinary Spaces

New building on Centennial Biomedical Campus

First floor – Outside partners

Second floor – NC State faculty

*Designed for interdisciplinary collaboration with open floor plan, open labs and shared
resources*

Will bring engineering and veterinary medicine faculty together

4 – Organizational Excellence

Improve Accuracy and Reliability of Enrollment Planning

*Improved planning tools
More deliberate student recruitment
Better communications*

Further Strengthen Commitment to Equity, Diversity, Inclusion and Cultural Competence

Cultural Competence

*Website:
go.ncsu.edu/cultural-competence*

Title IX Online Training

*Required for designated Responsible Employees; encouraged for all faculty, staff and students
Military and Veteran Service Center*

Campus Capacity and Assessment Study

A tool to align the physical campus with the strategic plan

Provides the framework for engaging the campus community in a rich dialogue about what is best for NC State

Complements the 2014 Physical Master Plan

Evaluates ideas and projects through the lenses of the guiding principles

Ensures the highest and best use of campus resources

Centennial Campus Innovation District

32-acre phased mixed use development

Innovation ecosystem intended to create a more vibrant and collaborative campus experience

University mission-driven and NC State branded

Start development in 2019

Align Resources with Highest Priorities

Continue to Focus on Strategic Risk Management and Compliance

*Chancellor's Cabinet oversees Strategic Risk Management process
Compliance efforts led by University Compliance Steering Committee*

Strategic Planning

*Strategic planning is a continuous and ongoing process
Current plan ends in 2020
Begin development of next Strategic Plan in FY 2019-20*

5 – Local and Global Engagement

Educational Partnerships

*NC State Community College Collaboration
Dual-admission program between NC State and 8 NC Community Colleges in regional proximity*

120 students per year from low-to-moderate income households

Requires completion of an associate degree within 3 years and a continuous 3.0 minimum GPA

Inaugural cohort: Fall 2018

Industry Partnerships

Eastman

Signed MRA in 2012

To date: 68 funded projects, 33 NC state co-op students, 32 invention disclosures, 23 presentations/posters, 19 published manuscripts, 10 NC State hires

Plans to expand work with NC State in coming years; new research collaborations with PCOM and CALS underway

Pentair

Opened a Research and Innovation Center on Centennial Campus in 2011

Actively works with COE and COT faculty and students to develop new products

Partnering with CHASS/Psychology on app user experience

Partnering with Nonwovens Institute on plastic fiber layers and micro particles

Economic Development Partnerships

Catawba Valley CC Manufacturing Solutions Center, NC State College of Textiles Zeis Textiles Extension, Gaston College Textile Technology Center

Align textiles-based economic development in NC

Create a hub for comprehensive textiles-based workforce development, research and development, product innovation and entrepreneurship

Increase opportunity for rural and 1st generation students

Governmental Partnerships

City of Raleigh

Hillsborough Street

Dorothea Dix Park

Connecting Main Campus and Centennial Campus (Pullen Road / Bilyeu Street extension)

International Partnerships

Initiating new strategic partnerships

Makerere University (Uganda); Czech Technical University (Czech Republic); Charles University (Czech Republic); Shanghai Jiao Tong University (China)

Strengthening existing strategic partnerships

Nagoya University (Japan); University of Adelaide (Australia); University of Sao Paulo (Brazil); University of Surrey (UK); University of Wollongong (Australia)

Increasing international seed funding to faculty

global.ncsu.edu/research/funding/seed-grants/

NC State European Center in Prague

Questions/Discussion

Senator Sederoff: One of the actions is interdisciplinary education. What were some of those major actions?

VP Overton responded that some are very generic; promote graduate student and postdoctoral success. She added that it does not tell you much until you read the details, which are in the sub-bullets. Additionally, she added, some of the actions are to improve student success through improved admissions, enrollment and retention in the undergraduate population, to enhance private support to the University, which has to do with the Capital Campaign.

Senator Pearce: So there has not been that much increase in Tenure Track (TT) faculty, but there have been reallocations across Colleges. Are those reallocations following the Strategic Plan?

VP Overton responded that hiring Tenure/Tenure Track faculty remains one of our highest priorities and consideration as to how and where that is done is very important.

Senator Pearce: On the academic advising, will these be representatives from each college that will have office space in the academic success center?

VP Overton responded that she understands that the advising is coming from DASA.

Provost Arden added that the advising is coming out of DASA and it usually had two forms; drop-in advising for students, irrespective of their major and then DASA advisers that are cross-trained across different platforms. There may also be some college-specific advisers there as well, but the majority will be able to interact broadly with groups across campus.

Senator Orcutt pointed out that the nice thing about having two libraries is that we can continue to innovate and iterate at either location and bring those lessons. He added that this is not a process of backfilling technology into DH Hill, as a point of clarification. Senator Orcutt stated that there were many people in the library who would be happy to talk to the Senate to provide an update in this regard. He added, that the partnerships that are being built across libraries and through DASA are great as well.

Dr. Kellner: When the initial question of the definition of student success comes up, answers were pretty basic; graduating in six years, getting students successfully through. He added that it occurred to him then and now that student failure is the issue and most student failure doesn't come from not having an up-to-date library; it comes from things like when you showed the student center for finance and money and that kind of thing – if you're really interested in student success, that's the gesture that you

want to include. He added that most students fail for a lot of reasons that aren't necessarily academic.

VP Overton responded that yes, it takes a broad view of success to understand and appreciate how something like a facilities modification may just save some of our students who may have just given up before for a variety of non-academic types of reasons.

Senator Pearce: Would be useful to know in which colleges there were hires and in which ones there were separations?

Provost Arden responded that the numbers at the end of this past semester were about 40 more separations and about 50 more hires. He added that a couple things to note are when faculty positions are vacated, they do not come back to the Provost. "Faculty positions stay at the college level." He stated that different Deans make different decisions about how they re-allocate between departments or maybe if it's a budget cut year, they will relinquish that position. Provost Arden added that vacated faculty positions do not come back to the Provost so most of the decisions about faculty hiring and separated are local college-level decisions. The only exception was when the College of Sciences was formed and about 40 faculty from CALS were moved to form the College of Sciences.

Provost Arden stated that the thing that we should be proud of as an institution is that this is the first time in 20 years that we have had net gains in T/TT faculty members. When we first started, we had had no changes in 15 years, so in the last six years, we've had net gains; not as much as we'd have liked but we have spent so much of our resources just replacing folks. If we look at 400 who are eligible for retirement, the likelihood is that even if those folks choose to retire and go somewhere else over the next six or seven years, that means we will have to keep hiring at the rate that we have been hiring in order to tread water. He added that this is nothing to panic about, but we owe it to the institution to replace folks who have been great faculty here for 30 years with faculty who are also going to come here and stay a long time and be productive. This will not be cheap, and we will have to really think critically about how we are going to identify those resources to make sure we are continuing to bring the best faculty to the University.

Senator Berry James: Regarding the hires, retentions and separations, is that data available by gender?

VP Overton responded that yes and she recommended contacting HR or Mary Lelik. She added that one of the things is that when we drill down too far with respect to diversity and gender, sometimes you may reveal individuals. But yes, these numbers come from individuals that have left so it can be looked at.

Senator Berry-James commented that one of the things that the Strategic Plan did not specifically state are diversity goals or goals around diversity. She added that there were some assumption around diversity progress in terms of hiring female faculty or faculty of color and she wonders how faculty diversity is impacted through retention.

Provost Arden responded that there is an additional slide about this issue. This is an extraordinarily important component in recruiting and retaining faculty.

VP Overton responded that for the Strategic Plan metrics, we are counting numbers and putting together a plot and trends of the number of faculty so we can be reflective and see what has happened over this period of time.

Senator Sederoff: There is an article that has been published regarding our faculty with respect to promotion and retention. There have been a number of women (inaudible)

VP Overton asked if this article was published from the Senate.

Senator Sederoff: No, it was published by Marcia Gumpertz. He will send this article to VP Overton.

Senator Auerbach wanted to reiterate that within the college level, some of these incentives to satisfy the strategic plan in the context of being given resources, which are not increasing but are the same, involve some (inaudible) an abstract for concrete (inaudible) hiring decisions in order to satisfy the strategic plan or to satisfy someone's thought of what would satisfy the strategic plan, and thereby making holes in various disciplines in terms of teaching. He added that a related number is whether the number of student hours taught by faculty over the last seven years - or five years - has gone up or down. "We have net more faculty but is the student numbers per faculty going up or down is one measure." He stated that one of the problems in the Humanities and why they are getting lower numbers, part of that is due to the fact that there will be shrinkage in central areas and instead, having limited enrollment, high-profile faculty teaching courses.

Chair Bird: What are the areas that are lightly shaded? Are those areas we haven't yet accomplished?

VP Overton stated that yes, that is the case. She added that they have been working on those shaded darker, with the lighter ones being those that we will be adding onto throughout the next phase.

Senator Pearce: How do you evaluate? What is the metric that we use to say that yes, this is a successful program?

VP Overton responded that she does not have an answer in the sense of the one way she will evaluate that. She added that this is difficult to do when your metric could be something as easy as number of research dollars or numbers of papers, but it also could be softer things that are harder to count in terms of number of interactions. We have made a stab with one of the metrics that we track for the strategic plan, like number of proposals that go out that have interdisciplinary PIs, but we do not have a perfect way yet of capturing that success. So there is not a metric yet but she feels they will have things that they will be able to point to as success and we already have those, like a cluster that was formed and then a Center grant that was successful. There are also anecdotal reports of success that we receive, based on interactions across campus that previously did not talk a lot. So in some ways, the goal of breaking down barriers between disciplines, academic units and colleges – we are meeting some of those goals in other ways.

Dr. Larick added that a third measure that we have talked about would be growth of academic and graduate programs associated with that. We can look at specific examples of clusters that have been formed and see if they are meeting the objectives.

VP Overton stated that one of the things we know we need to work on is interdisciplinary graduate programs. She added that they know that because of our attention to enrollment and growth, because of our resource awareness efforts that connect teaching to resources. She stated that there is a lot of angst right now amongst how do we count these credits and who gets the credit. She added that this arises in very strong feelings when talking about interdisciplinary programs. VP Overton further stated that we need to work on this during this phase because to be successful in this interdisciplinary effort and cannot be held back by the way we count things and the way that we inadvertently resource things because of the mismatch between counting and trying to get the money where it needs to be.

Dr. Larick stated that in our minds, this means really figuring out the administrative structure that these programs should exist under and how those programs should be run. He added that we defined interdisciplinary programs on our task force in 2006 and it was really programs that go across multiple departments across multiple colleges; so not necessarily traditional. He stated that it might be that they are multidisciplinary, it might be that they're disciplinary, but they're not housed in a particular department.

Senator Parker. I came out of out of a PhD program that was interdisciplinary – computer science and business. He suggested that instead of stating “clear and consistent funding models” in the presentation, he would change the word “consistent” to “flexible.” He stated that it was a constant fight at all levels, between everyone in his situation, but everyone thought they were all doing the right thing. He suggested that a little more flexibility in the initial design would make it so much easier for students. He stated, “If I had known how bad some of the struggles were going to be, I would have re-evaluated.” The program was consistently wrong.

VP Overton responded that this type of experience is exactly what we do not want.

Dr. Larick responded that adding “and flexible” would be a good idea, because the point of consistency (crosstalk) .. some programs have some funding, some don’t - so we are trying to be more consistent with that. He agreed that the flexibility part of that is correct and Dr. Parker is correct. He added that programs have different needs and they should be identified.

Senator Sederoff: (Inaudible) He suggested that perhaps you might want to add something about intellectual or technical novelty.

Senator Parker: Regarding what is best for the campus master plan, what is meant by “re-prioritize circulation?”

Provost Arden responded that re-prioritize circulation means that number one, we have a lot of land and we have a lot of things dividing that land up – roads, railroad tracks, etc. He explained that this is about moving people around – faculty, staff and students – and it is cumbersome for the University. He added that while we have a large and extensive bus service, we still struggle to move students effectively. What this is saying is that when we talk about development, we have to be really careful about how that development will impact the flow of faculty and students on campus.

Senator Lim: You mentioned transfer students in the presentation. How does the Administration look at transfers from Community Colleges? Favorably or with reservations?

Provost Arden responded that they are looked at very favorably and what you will see emerging in our enrollment plan are alternative pathways to NC State and alternative access. He added that this year alone, in addition to the 4,650 first-time, full-time freshmen that entered in the fall, there was also another 400 spring admits who were straight out of high school who did not come to us for the first semester, and 1,400 transfer students. He added, “Of those 1,400 transfers, approximately 50% are from community colleges.” Provost Arden stated that we are looking at developing not just a better transfer matriculation process where we say to students, “Go to community college and talk to us in three years’ time,” but rather a dual-admission program. Provost Arden reported that from eight of our largest community colleges within regional proximity, we are going to target about 120 students from low- to moderate-income households and give them dual admission to both the community college and NC State. He stated that what that means is they will have access to our advisers and we have access to them so we can look at their curriculum mapping, advise them and work with them during the first couple of years so that they’re really ready to be successful.

Provost Arden explained that as a University, we've had to move away from the concept that to be a big University and serve North Carolina, we just admit a bigger first-time, full-time freshmen class in the fall; this puts a tremendous amount of stress on our resources and doesn't really behoove us toward rural admissions, low-income admissions or diverse admissions. He added that building other pathways and bridges for access to NC State is going to be critically important. "I can easily see by 2020, having 2,000 transfers a year, with at least half of them or 60% from community colleges."

Senator Berry James: Are the transfers in this dual-admission program being admitted into the majors, or are they just being admitted into the University?

Provost Arden responded that it could be either. He added that at this stage, they may not know what major they want to be in and so they are likely doing pre-college curriculum track at the community college. He stated that if they have their sights set on a specific major, we will work with them to make sure that the courses that they are taking at their community college will map to that major so that after two or three years they can transfer in with minimal credits left.

Senator Berry James: When I worked in another Dean's Office (not NC State) we had articulation agreements with community colleges in the state and the strength of those agreements is that students are admitted directly into the major so that we could manage the general education courses and didn't create a bottleneck for students who did not have a GPA high enough in their major or were undecided about a major. This helped us a lot with our planning.

Provost Arden responded that we have those as well. This is something that is new and will roll out this fall – dual admission to NC State and eight different community colleges. We do have multiple other articulation agreements between specific community colleges and specific Colleges and departments. The intent is that these students will be admitted after two years and they map a certain curriculum. So we do have those specific one to one articulation agreements. He added that, "The reality is that students can always change what they think they want to do during that two-year program."

Dr. Larick added that that goal is that we will try to recruit those 120 students who, when they apply, will be a dual-admit and will apply to a specific program and to the community college. He added that for advising purposes, the adviser at the community college would have access to the same advising tools their adviser here on campus has. He stated that we recognize that for as many students as we can, we would like to identify specific majors for the realities.

Senator Bykova: In regard to International engagement, I see at least two problems currently; one is international travel. We do not have funds for international travel and it is always a big ordeal to get money, even if you have a grant. The second issue is

hosting international visitors and the fact that there is no office on campus who can assist with their travel and it comes back completely onto the departments. She stated that the only thing the International office can do is to assist with Visas.

Dr. Larick responded that there is a group called "International Hiring" housed in Human Resources and is coordinating that group as a representative of the Provost's office. This group is trying to put together a group that will cover the visit and all aspects of international hiring, bringing in Fulbright Scholars, etc. They will establish a website that will walk users through the steps.

Senator Bykova: Again, they will walk me through – they are not doing it for me or for others. We are talking about international visitors and we have a number of people who want to come but this is a lot of work and we do not have time to coordinate that.

Senator Havner: Regarding the slide regarding the requirement of an Associate's degree, Durham Tech, for example, my wife was there for 24 years and I have endowed my wife's memory with scholarships. They have a two-year college transfer program. Do you mean that the students cannot simply complete a two-year cross-transfer program and then come to NC State?

Provost Arden responded that there are programs that allow students to transfer before completion of an associate's degree. (crosstalk)

Senator Havner: There are many students enrolled in two-year associate degree programs or they are enrolled in college transfer programs and not pursuing the associate degree. I do not understand why it is required.

Provost Arden responded that the system allows students to transfer from a community college to a four-year college without an associate's degree. You do not have to have an associate's degree. He stated, "However, many colleges require those specific programs, whether they be at the individual college or departmental level or what Dr. Hunt has proposed for this program, that they do require the associates degree." The Provost stated this is common and the data shows that students who enter a four-year college with an associate's degree have greater success rates than the students who do not. Additionally, he added, general administration and the Board of Governors says that if you have an associate's degree from community college and transfer to a four-year college then you will essentially have been considered to have met all of your general education requirements. He added that there are some advantages but it is not a prerequisite; we do not say that every student that comes to NC State has to have an associate's degree.

Dr. Larick added that we have developed through the UNC system, a reverse articulation agreement so a student that would come to NC State prior to finishing an associate's degree, then could transfer credit back to the community college and complete the

associate degree. Therefore, they are able to earn a credential and the college gets their credential. There are many different programs that exist now between community colleges and the UNC system schools. This is a very unique program, this one being unique to North Carolina.

Senator Sederoff: I want to ask about non-TT faculty and to what extent we depend on that group of people. (inaudible)

VP Overton responded that we clearly depend on them. She added that she would have to go back and review the numbers but they are available and they are looked at every spring in the annual review process and I believe this group has looked at the institutional data profiles of the University and the individual colleges. To look at TT and non-TT, it varies a good bit across different colleges.

Provost Arden responded that the University as a whole has 2,000 faculty, in which we have just shy of 1,400 Tenure and Tenure-Track and about 650 non-TT. We do rely very heavily on non-TT faculty in delivering instruction, research and extension.

Senator Fath added that in their department they provide toward the GEP and they are all non-TT.

Provost Arden added that the reality is we have the two tracks for a long period of time and we recognize as a University that (inaudible) has developed career pathways for non-TT faculty. He added that he has been on other campuses where the differences between TT and non-TT are huge, but on this campus the differences are much smaller. He stated that we all value our non-TT colleagues and what they bring to the table.

Senator Parker: "The thing that concerns me is the shift in more and more schools towards heavy heavy use of adjunct professors, especially in three and four hundred level courses." He added that it might be interesting to consider that in addition to the decision between TT and non-TT. (inaudible)

Senator Huffman: If you are looking to shift a lot of the GEPs towards community colleges and put more emphasis on that, that is going to obviously change the credit hour production, which is tied with the funding model that you are proposing. So how is that shift at the central level and pulling away many of the GEP classes to community colleges going to affect the way the funding is handled? That affects departments much differently.

Dr. Larick responded that the short answer is yes, you are right. He added that this is a change that is necessitated by all types of things – new targets that we have for the Tier 1 and Tier 2 county enrollments; we cannot reach those goals without establishing these types of partnerships. Therefore, there are a lot of reasons but it will change in departments like Physics that now offers a lot of general service Physics courses to non-

majors. He added that if we have a higher percentage of students coming through this route, there may be less of the introductory classes in this dept.

Dr. Larick stated that historically speaking, there have been concerns about the quality of education at community colleges and this is something that we need to continue to address. He stated that the College of Textiles is working very closely with a specific community college, as is CALS, where the goal is setting up partnerships whereby our faculty are now working directly with community colleges to look at the content of very specific courses that would transfer to NC State, to make sure that they are meeting the educational requirements that they have to have when they come here.

7. Old and New Business

Old

- a. Representative to Academy for Outstanding Engaged Faculty's award committee.

Thank you to Senator Jeremiah Feducia for serving on this committee.

New

- a. Spring Elections for Senate Seats and Committees
Jeannette Moore, Immediate Past Chair of the Faculty
- b. Chair-elect of the Faculty, Call for nominations
Carolyn Bird, Chair of the Faculty

Past-Chair Moore asked Parliamentarian Kellner if there was a way that this agenda item could be moved to the beginning of the next meeting's agenda so we can adjourn, due to the time. Parliamentarian Kellner responded yes, if the Executive Committee would decide to do so.

Chair Bird asked the Executive Committee for a vote to move this agenda item to the next meeting. The Executive Committee voted unanimously to do so.

8. Issues of concern

Faculty Issues of Concern can be submitted at any time to a senator or to Faculty_Senate@ncsu.edu. Minutes from each Faculty Senate committee (Academic Policy; Governance and Personnel Policy; Resources and Environment) are posted so progress on issues/discussions can be monitored by all.

9. Adjourn

Meeting was adjourned at 4:42 p.m.