

**NORTH CAROLINA STATE UNIVERSITY**  
**Minutes of the Faculty Senate**  
**Executive Summary**  
**October 22, 2019**

**1. Call to Order**

*Hans Kellner, Chair of the Faculty*

Chair Kellner called the fourth meeting of the sixty-sixth session of the NC State Faculty Senate to order at 3:01 p.m.

**2. Announcements**

*Hans Kellner, Chair of the Faculty*

a. Chair Kellner announced that OIT is presenting “Origin Stories: Rise of the Cyber Attack,” on Wednesday, October 30<sup>th</sup> in Talley Student Union, Coastal Ballroom. They will talk about how ordinary individuals have joined the forces of good against cyber criminals, to become cyber heroes. There will be a panel of experts for a storytelling event at 4:00 p.m., followed by a networking opportunity. Complimentary beverages will be provided.

b. Chair Kellner announced that the use of the word “collegiality,” in the 603-type regulations has come up in Executive Committee and in Faculty Assembly. There were objections to the use of the word and the notion that being judged for serious career consequences on the basis of that didn’t quite pass the muster. At various levels, people are encouraging a re-thinking of the language. The issue is that no matter what is done at the level of rules and regulations, in the code, the language is still there.

c. Chair Kellner requested that the Faculty Senate begin thinking about nominees for an Honorary Degree from NC State University. He encouraged them to see the website here: <https://provost.ncsu.edu/news/2019/09/make-an-honorary-degree-nomination/>

d. Chair Kellner requested books for a small library to be established in the Faculty Senate office. He asked that Senators contribute books they may have about the history of NC State University or the history of higher education in the state of North Carolina.

e. Chair Kellner asked each college to select a Lead Senator. He thanked Senators Boyer and Flinchum for their willingness to serve in this capacity but asked the other colleges to please identify someone to take on this role.

**3. Approval of the Minutes, Regular Meeting No. 3 of the 66<sup>th</sup> Session, September 24, 2019**

*Phil Sannes, Associate Chair of the Faculty*

Associate Chair Sannes called for a motion to approve the minutes for the third meeting of the 66th session of the NC State Faculty Senate. A motion and second were made and the minutes were unanimously approved, with noted grammatical corrections.

**4. Provost's Remarks and Q/A**

*Katharine Stewart, Vice Provost, Faculty Affairs*

Dr. Stewart brought announcements and information from the Provost's office, including current personnel searches and updates, campus events and activities, updates on the status of the planning process for the strategic plan, and information related to applications for the Provost's Faculty Fellows Program.

**5. Senate Discussion – Strategic Plan**

*Hans Kellner, Chair of the Faculty*

Chair Kellner led the Senate in a discussion about the planning process for the University's next strategic plan, asking for thoughts and impressions of the process for the previous plan, and what they felt worked and did not work, as well as challenges and issues that they would like to see addressed as the process begins.

**6. Remarks - Employee Engagement Survey**

*Nancy Whelchel, Director of Survey Research, Institutional Research & Planning*

*Sheri Schwab, Vice Provost for Institutional Equity & Diversity*

Dr. Nancy Whelchel and Vice Provost Sheri Schwab shared with the Faculty Senate information regarding the 2018 employee engagement survey results and the initiatives that have been undertaken in response to the findings.

**7. Issues of concern**

Faculty Issues of Concern can be submitted at any time to a Senator, the Chair of the Faculty, or to [Faculty\\_Senate@ncsu.edu](mailto:Faculty_Senate@ncsu.edu)

**8. Adjourn**

Meeting was adjourned at 4:21 p.m.

**NORTH CAROLINA STATE UNIVERSITY**

**Minutes of the Faculty Senate**

**October 22, 2019**

**3:00 p.m.**

**Regular Meeting No. 4 of the 66<sup>th</sup> Session**

**Faculty Senate Chambers**

**October 22, 2019**

**Present:** Chair Kellner, Associate Chair Sannes, Parliamentarian Funkhouser, Provost Arden; Senators Barrie, Bernhard, Berry-James, Boyer, Carrier, Collins, Cooke, Darhower, Feducia, Flinchum, Havner, Jordan, Kotek, Kuzma, Kuznetsov, Little, Lubischer, Lunardi, McGowan, Monek, Nelson, Pinkins, Rever, Thakur, Vincent, Williams

**Excused:** Senators Carver, Isik, Kirby, Murty

**Absent:** Senators Ashwell, Aspnes, Bass-Freeman, Fitzpatrick, Jacob, Liu, Parker

**Guests:** Roy Baroff, Faculty and Staff Ombuds; Courtney Thornton, Associate Vice Provost for Academic Personnel and Policy; Katharine Stewart, Vice Provost for Faculty Affairs, Nancy Whelchel, Director of Survey Research, Institutional Research & Planning; Sheri Schwab, Vice Provost for Institutional Equity & Diversity

**1. Call to Order**

*Hans Kellner, Chair of the Faculty*

Chair Kellner called the fourth meeting of the sixty-sixth session of the NC State Faculty Senate to order at 3:02 p.m., and asked the guests to introduce themselves.

**2. Announcements**

1. Chair Kellner announced that OIT is presenting "Origin Stories: Rise of the Cyber Attack," on Wednesday, October 30<sup>th</sup> in Talley Student Union, Coastal Ballroom. They will talk about how ordinary individuals have joined the forces of good against cyber criminals, to become cyber heroes. There will be a panel of experts for a storytelling event at 4:00 p.m., followed by a networking opportunity. Complimentary beverages will be provided.
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3. Chair Kellner requested that the Faculty Senate begin thinking about nominees for an Honorary Degree from NC State University. He encouraged them to see the website here: <https://provost.ncsu.edu/news/2019/09/make-an-honorary-degree-nomination/>
4. Chair Kellner requested books for a small library to be established in the Faculty Senate office. He asked that Senators contribute books they may have about the history of NC State University or the history of higher education in the state of North Carolina.
5. Chair Kellner asked each college to select a Lead Senator. He thanked Senators Boyer and Flinchum for their willingness to serve in this capacity but asked the other colleges to please identify someone to take on this role.

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**4. Provost's Remarks and Q/A**

*Katharine Stewart, Vice Provost, Faculty Affairs*

VP Stewart brought greetings from the Provost, who is traveling out of the country.

She brought the following announcements from the Provost's office:

VP Stewart congratulated Sheri Schwab, who has been named Vice Provost for Institutional Equity and Diversity.

VP Stewart reported that the search for the Dean of the College of Natural Resources is now open. The Chair of that search committee is Dean of the College of Veterinary Medicine, Paul Lunn, and the nomination committee meeting was held on October 7<sup>th</sup>. Finalist candidates will be brought to campus in early spring of 2020. If more information is needed, please see: [go.ncsu.edu/natural-resources-search](http://go.ncsu.edu/natural-resources-search)

VP Stewart announced that the search for the position of Vice Chancellor and Dean for the Division of Academic and Student Affairs will start later this fall. The nomination committee will be announced in November.

VP Stewart stated that Vickie Pennington, the primary financial officer in the Provost's office, is retiring at the end of the year. The Provost is hoping to make an announcement soon about Vickie's replacement. Dr. Stewart added that no one can replace Vickie; she is an extraordinary wealth of knowledge and support to the Provost office team and to the colleges and departments. The timing for the hire is fairly soon so the new person can have a few weeks of overlapping before Vickie departs.

VP Stewart announced that the applications for the Provost's Faculty Fellows Program for the academic year 2020-2021 are now open. "This is a fairly new program; the first cohort was selected

last year and included Senator Jane Lubischer and Immediate Past Chair of the Faculty, Carolyn Bird. The Program is designed for current faculty at NC State who are interested in learning more about Academic Affairs Administration at the university level, and developing their knowledge about leadership from all levels within the university.” She added that six Fellows will be selected and their departments will be provided with 25% salary release to give them time to work on projects with a mentor in the Provost’s office. If you would like to know more, go to [go.ncsu.edu/faculty-fellows](http://go.ncsu.edu/faculty-fellows). Deadline for application is November 15<sup>th</sup>.

VP Stewart reported that there was an event last week that she wanted to highlight. David Wallace-Wells, the Deputy Editor of *New York Magazine*, and author of the book, *The Uninhabitable Earth*, a book about climate change, was here on Monday, October 15<sup>th</sup>. He was sponsored by the University Speakers and Lectures Committee, with support from the Harrelson Fund and the University Scholars Program. Associate Chair Phil Sannes played an instrumental role in suggesting Mr. Wallace-Wells as a speaker and bringing him here. “It was an impressive turnout. We had standing room only in the Witherspoon Theater, which is well over 300 people. It was a really great, sobering talk and a great discussion.”

Regarding the Strategic Plan, VP Stewart reported that Margery Overton is the point person, along with the Provost, for the Strategic Planning process. “She provided an update yesterday at University Council and announced that the themes that came out of the leadership kickoff retreat that happened in September will be used to create eight task forces on different topics, each which will have about 15-20 people from across the university. The scope of the task forces will be reviewed by Chancellor’s Cabinet in early November. Once the topics have been decided upon, then the Provost and Margery will begin working on developing rosters for those task forces, along with Faculty Senate and other campus leaders.” She added that the plan is to have all eight of the task forces charged before the end of the fall semester. The process will be similar to the process that was used back in 2010-2011. There is an email address for comments about the strategic planning process. That email address is [strategic-planning@ncsu.edu](mailto:strategic-planning@ncsu.edu). She encouraged the Senators to use it at any time.

VP Stewart stated that a five-year report is due to the SACS COC. “Many of you have likely been working on assessment reports and other activities for that. Our report is due in February or March of 2020. Fashaad Crawford in the Provost’s office is working most diligently on that, as well as departments all over campus.”

Lastly, Dr. Stewart stated, “If you go to the NC State Fair, the Provost would like to ask that you try out his new ice cream flavor, Coco-Choco-Café, which is coffee ice cream with dark chocolate chunks, caramel and coconut.”

### **Questions and Discussion**

Senator Carrier: I have had questions in my department about the Professional track and what is the status of that?

VP Stewart responded that we are in the process of finalizing those regulation revisions, and she expects they will be brought to the Executive Committee before the end of this semester. “My expectation is that barring no significant need for further revisions, the regulation revision will go live in early spring. So it would be in place for the next promotion cycle.”

Senator Carrier: Can you give me a little more history on that, because I am a sub this year.

VP Stewart responded that for the past two years, the Governance and Personnel Policy Committee of the Faculty Senate worked on addressing issues related to professional faculty. The issues ranged from questions about promotion, questions about whether faculty were being considered appropriately for awards, how they were given votes during promotion proceedings, etc., and also about compensation within the professorial track. All of those recommendations were sent to the Provost last year and the Provost accepted the majority of those recommendations. "He charged me, in my role in Faculty Affairs, with starting on the regulation revisions that are most germane to promotions, awards, etc. So those are the things that are forthcoming. I have been working with HR on questions about compensation, gathering a lot of data. I have those data compiled and the Provost has that data now."

Senator Kuznetsov: There will be not salary raises this year. Is that correct?

VP Stewart responded that we don't know what's happening with raises this year. "We still do not have a budget and we still don't have clarity on what the General Assembly is going to do. I have gotten lots of mixed tales about that. We are pretty much still up in the air entirely."

## 5. **Senate Discussion - Strategic Plan**

*Moderated by: Hans Kellner, Chair of the Faculty*

Chair Kellner led the Senate in a discussion regarding the Strategic Plan.

Chair Kellner asked the Senators to speak about their experiences and opinions of the current Strategic Plan, starting with the process. Who participated in the current Strategic Plan? He asked those people to speak about his impressions.

Senator: They organized these subcommittees and I was assigned to one regarding Faculty Research. We talked a lot but I'm not sure that anything of substance came out of that process that altered what was going to happen anyway. Dean Solomon did a great job as Chair, but it was pretty much dominated by the STEM disciplines.

Senator: I am not sure that I participated in that but the problem with such things as this is that you concentrate on your own narrow area and don't see the big picture.

Senator: I was involved in the process last time, seeing my little piece of it and not seeing the big picture. I remember lots of debate, meeting after meeting about things like the status of the music program, for example, and about the position of the Humanities and things of that sort as well as what interdisciplinary is. I had the feeling at a certain point, that people realized that we were just there to talk and that we recognized that it wasn't going anywhere. That was the first overall impression of the committee work.

Senator: What are the metrics of the strategic plan for going forward? We should have some metrics to define success.

Senator responded: There was a series of implementation teams. The strategic plan was followed by another round of committees on implementation and they identified specific metrics for each of the goals. I think it's another document.

Senator: I remember back when we first heard of the plan, Margery Overton provided updates to the Senate. She had a lot of data.

Chair Kellner asked if it is correct to say that in the plan itself we would find the kind of thing that we are interested in and the accountability guidelines?

VP Stewart responded that if you go to [strategicplan.ncsu.edu](http://strategicplan.ncsu.edu) there is a tab that says "Progress." The metrics for each goal are listed under "progress" on the strategic plan website.

Senator: What is the impact of those metrics and goals? So what does an increase of 10% in international students do? What is the impact? How are we absorbing international culture here? (inaudible) So I would like to know how they interact with others? It is important.

Senator: And cluster hiring. That wasn't something that the committee I was on decided was the appropriate thing to do. It was an important element of the strategic plan that the leadership of the university wanted.

Senator: I'm not so sure that the impact of cluster hires has been measured. I have never been surveyed to say "as one of the first cluster hires, what is your experience?" I have never been surveyed. I think maybe that is what you are getting at.

Senator: Yes. Metrics are very important to move forward with lessons learned.

Chair Kellner: My question here is, is it possible that some of the goals are in conflict with each other? That cluster hiring, for example, and recruiting leading scholars may well lead to the increase in numbers of non-tenure track faculty throughout the university by clustering money in one area, leaving the rest as positions are vacated and classes need to be filled for the least expensive kind of thing. There is a cost for everything and it certainly is worth thinking about as we get to these things.

Chair Kellner: The phrase "grand challenges," is used here and that was a phrase that I think Dean Solomon was fond of. Do people talk about the "grand challenges," anymore? Am I missing something?

Senator: They do, but I find it tiresome.

Chair Kellner: They talked about "grand challenges," as if they knew what it was and as if physical and mathematical sciences were the answer for it. They're still there and they're still grand, but the challenge remains.

Senator: One of our grand challenges is to be more involved with biomedical. The College of Design should be more involved in biomedical. I find it worthy, but I do not consider it to be a grand challenge on the level of going to Mars or saving the rain forest. We've got some grander challenges than these.

Chair Kellner: Does anyone have anything further to say about the process of a bunch of core committees that will then discuss things. People who get put on these committees come in to the committee that they really wanted to join and then they find out it's not about what they thought it was, that the people who are there have nothing in common with them in terms of goals, and that the thing that they really really hoped to do is out of the question.

Senator: I was just taking a quick look-see at the six-year strategic plan update. I have been on the Faculty Senate for four years now and we've been talking about all kinds of important things at NC State. I want to point out that I did a quick search on the word "diversity," just to see what the strategic plan update would give as an update with respect to where we are with diversity. I'm not really finding the update that is necessary. I think as we think about diversity and moving forward into the next strategic priority areas that we can consider being more explicit about diversity at NC State.

Chair Kellner responded: So you would like more analysis of the diversity of language and results, in terms of the process at the university. You just don't find the information that you're looking for?

Senator: Said a different way, in order to know where you're going you definitely need to know where you've been. We do not currently know where we are going with respect to diversity. There has been some movement around diversity with respect to strategic plans and strategic initiatives, not just as NC State, but around the country. We tend to bury it under the overarching goals. But what happens, as a result when we look back at where we've been, we don't see the movement in diversity that we really need.

Chair Kellner: With all respect to the strategic planning process we've got, it does seem that in the end, there's a document here and then a document there that supports the document here. Then there was the enrollment plan, which is another thing. Sometimes it can get a little complicated and hard to wander through the weeds of it all. That is my perspective.

Senator: I think before we move ahead, having more information would be absolutely critical. I am concerned about resource allocation and I know that administration has grown 19%, while teaching monies have increased only 11%. So these are important issues that I think the strategic plan should address, but it's very difficult to address them unless we have statistics and details so we know what the changes have been longer term than just the last two years. I don't know how to go about that.

Chair Kellner: I have a suggestion. In two weeks, Carolyn Bird will be here. This would be good to let her know that this would be a good angle of approach to continue our discussion of strategic planning.

Senator: NC State also has a sustainability strategic plan that is linked to the strategic plan, and it has the same dates. Is the process going to incorporate or collaborate with the update of the sustainability plan?

Sheri Schwab responded that the sustainability plan is 2017-2022 and this plan ends in December of 2021. They're just a little bit off.

Senator: But what does that mean in terms of coordinating with the update of the university's strategic plan?

Vice Provost Schwab responded that it probably means that the committee may take that under consideration and whether the sustainability committee will need to align the university's strategic plan.

Senator: That is a question I think the Senate should have an answer to in terms of the time table and the relationship of the sustainability plan to the general strategic plan.



Chair Kellner: I think the term strategic plan gets attached to a lot of projects. We have to be clear about what is a real strategic plan. Sustainability sounds like one.

Senator: How many strategic plans do we have?

Senator: Every college has one.

Senator: Everybody has one and they're all supposedly linked. It's one thing to come up with one and it's another thing to implement it. I think in some sense, there's been a little bit of falling down on the job of getting it implemented.

Senator: We have done a great job in identifying some of our goals and initiatives and implementation. (inaudible) and we are going to cultivate excellence and continue investing in areas of emphasis. Those initiatives include enhancing commitment to a diverse and inclusive university. We are so closely focused on the continued target efforts to recruit and retain a critical mass of diverse representation in students, faculty and staff so the campus community better represents the public served by NC State. That is a continuation from the previous implementation plan of 2015 and 2018. The updated summary metric document doesn't include that movement from one place to the next. And I think it should.

## 6. **Remarks - Employee Engagement Survey**

*Nancy Whelchel, Director of Survey Research, Institutional Research & Planning*

*Sheri Schwab, Vice Provost for Institutional Equity and Diversity*

See presentation document here:

<https://facultysenate.ncsu.edu/files/2019/10/EES-FacultySenate.2019.10.22.pdf>

Dr. Whelchel provided information regarding initiatives that have been undertaken in response to the findings from the 2018 Employee Engagement Survey and how they are moving forward with sharing information.

"As a reminder, this wasn't our idea. This was the system office who asked all UNC campuses to participate in this survey. The system office thought this would give the campuses information system-wide to think about and identify high priority items and challenges that the campuses are facing. Additionally, they felt this would give the campuses an opportunity to look inward and decide individually what are some areas that we think we can do better on.

They told us to administer the survey, so we put together a committee well before the survey was administered, which represents a great collection of people. We have been putting our heads together for a long time, both to think about getting ready for this survey and then digesting all of these results from the survey.

So we will do the survey again in spring 2020 and in spring 2022. We want to identify areas where maybe we can see some change over time."

Dr. Whelchel added that NC State did well. "Our faculty and staff were engaged in the process itself, with over half of them participating in the survey. That was above most of the other campuses, which was good. The overall results were consistently more favorable than at the other schools

within the UNC system. The survey was divided into 15 core dimensions, with a number of questions in each of those dimensions. Our overall score, faculty and staff combined, for each of those 15 dimensions never fell into the low-rating range. In no broad area of these benchmarks did we do miserably. So that was good. As a reminder, one of the areas that we did notably better than the other campuses in the survey is ratings on our senior leadership. That really stood out in the survey.”

She stated that there were about 60 items on the survey, and some we did really well on and some we did less well on. The items that we tended to do less well on were the same ones that other institutions do not do well on. “So when we did have an area where we think we wish more people were satisfied in that area, we weren’t an anomaly of other academic institutions. That doesn’t mean we cannot try to be better.”

Dr. Whelchel added that there are notable differences between groups of respondents, and on the website where there are some results posted, those differences are highlighted. There are differences across the board, but there are only a couple of questions on the survey that are very directly related to diversity and inclusion. “If you look at our overall results to that question, we get very very favorable ratings on that. If you break that out by gender or by race, there are stark differences. You have to dig a little deep to look at these differences.”

She added that they provided the results of this survey to all senior leaders; every college Dean and every Vice Provost or Senior Vice Provost or Vice Chancellor got the results for their units to look at. “Sheri Schwab will talk about the expectations for them using that data. Hopefully your Dean has mentioned these things to you. Some colleges have been very engaged in looking at the results, and others less so.”

At the institution level, she stated, they have presented these results in over 20 presentations on this survey. “Senior leadership, has, in my opinion, a good approach to this system-wide initiative, and that is that this is an opportunity for us to look at some results and see how they align with our NC State’s own mission, vision and values. One of the things that we tend to do when we get survey data is to go and look at the bottom stuff; oh no, we’re doing this badly. But we are doing a lot really well and we should remember that in terms of not just focusing on where we should be doing better, but also to say this is really going well and we should be proud of that.”

Dr. Whelchel added that we also want to address opportunities for improvement. “One of the very consistent messages that we’ve gotten from senior leadership is let’s keep it simple; let’s not start devoting non-existent resources to grand plans. Let’s just look at things where we think this is important to us and let’s focus on these areas and see what we can do to make them better. There are some items on the survey where you think we could be doing better and maybe are there some simple things we could be doing.”

One of the things that people have been surprised about is the response to the item on “this institution is special,” and “not something you’d find just anywhere.” She added, “I was like yes, strongly agree. But fewer people agreed to that, so that’s an area we’re really trying hard to address.”

VP Schwab continued the presentation.

At this point, she stated, we are not trying to re-invent things and go way off and start huge initiatives, but rather a continuation with what we are already doing. She pointed out the four strategic focus areas that we have decided to address, identifying those areas from a university level

that we have agreed to reinforce. “We want to reinforce that these areas also align with the university strategic plan.”

She added, “The strategic focus area from the Employment Engagement Survey of diversity and inclusion aligns to the strategic initiative of NC State’s plan, which is enhance commitment to diverse and inclusive university. We could do some bolstering here and we want to do that and this is a good opportunity to keep moving things down the field. The other three areas are a focus on professional development, leadership and performance management, which ties to the strategic plan initiative of creating a culture of continuing professional development for faculty and staff. The third one is enhance institutional pride, and the fourth one is about policies, resources, and efficiency, which aligns with the strategic initiative around the effectiveness and efficiency of administrative processes. So again, just to reinforce that.”

VP Schwab pointed out the belief statements which the survey identifies as being those tied to diversity and inclusion indicators. “You can see the differences in the way people responded to any one particular belief statement by some disaggregated information. Taking the top one as an example, ‘People are supportive of their colleagues, regardless of their heritage or background,’ overall, the rating for the university is 77% saying yes, people are supportive of their colleagues regardless of their heritage or background. However, if you look at how women responded to that, it’s 72%. Then for people of color, it ranged from 56% to 66%. You can see there is some wide variance there, so this is something that we want to be paying attention to and focusing on.”

Chair Kellner: What is an NH/PI?

Dr. Whelchel responded Native Hawaiian/Pacific Islander.

Senator Lunardi: In professional development, did you separate faculty and non-faculty?

VP Schwab responded that if you went to the webpage that has all of the results, I’m sure it would show it there. It’s on the HR website.

Dr. Whelchel responded that those results are available for faculty vs. staff and EHRA vs. SHRA and then county extension as well.

Senator Lunardi: So how does this compare to the overall system?

Dr. Whelchel responded that the questions were all asked as a strongly agree/agree, neither agree or disagree, disagree strongly/disagree. So the numbers that Sheri is talking about are those that said either agree or strongly agree. And that will always be a good thing. On nearly every item, we did better than the system overall, except for two items that differed just a little.

(Inaudible)

VP Schwab stated that the College of Textiles has taken their results and have done a deep dive and are working on several things, really tackling the things that are really relevant for their group.

Dr. Whelchel added that they do only summary aggregate reports, so for the college reports that we provide to the Dean, it’s not broken down by anything, even faculty vs. staff. We do not have the ability to do that. But you have questions that are clearly faculty-specific.

Chair Kellner: What single action step is on your chart that you would like to say is most realistic and most important?

VP Schwab responded that there are some action items here that are mutually-reinforcing across all of the areas. Adding a diversity and inclusion part to that is also important, as is professional development. We are trying to make sure these align and reinforce each other and really move some things that we think could really have a good impact down the road.

Senator Vincent: When does the COACHe result come back?

Chair Kellner responded that we are having a COACHe meeting in the December meeting.

Dr. Whelchel responded that those results are all on the website now. You can look at that. There's a great narrative there and the results are broken out as well. The Deans have been provided with their results at this point as well.

Senator Pinkins: This is great but as Faculty Senators, what do we do with this? Where do we take this? We have a responsibility to go back to our faculty and explain this to them. I think it is our responsibility to take on that role of informing the rest of our faculty as to what the bigger picture is. I am challenging all of us to go back to their colleges as well.

Dr. Whelchel responded that she would applaud any efforts to go to the Deans and say hey, where is this and what are we doing?

VP Schwab added that you can find more data and more information on the webpage here:

<https://hr.ncsu.edu/employee-engagement-survey/2018-results/>

**7. Issues of concern**

Faculty Issues of Concern can be submitted at any time to a Senator, the Chair of the Faculty, or to [Faculty\\_Senate@ncsu.edu](mailto:Faculty_Senate@ncsu.edu)

Chair Kellner presented issues of concern that have been received since the September 24<sup>th</sup> meeting and they would be taken to the Executive Committee to consider.

**8. Adjourn**

Meeting was adjourned at 4:21 p.m.