

NORTH CAROLINA STATE UNIVERSITY
Minutes of the Faculty Senate
Executive Summary
November 5, 2019

1. Call to Order

Hans Kellner, Chair of the Faculty

Chair Kellner called the fifth 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. This is Red and White week leading up to the football game on Saturday against Clemson. There are many events taking place this week so please check the website and participate in as many events as you can, including the Chancellor's Fall Address on Friday at 1:00 p.m. in Talley Student Union.
- b. There is a search coming up for a new Campus Chief of Police. Dave Rainer is looking for someone to serve on that search committee. Please let Chair Kellner know if you're interest
- c. Chair Kellner asked the guests to introduce themselves.
- d. Chair Kellner spoke about the Faculty Assembly meeting that occurred recently. He reported that there was discussion about having Faculty Chairs serving on Boards of Trustees. The outgoing Chair of the Board of Governors, Harry Smith, said that he was in favor of it and thought that this was already the case. He added that it is already the case in four institutions, but not all - and not NC State. This is something that will be discussed in future meetings. The new Chair of the Board of Governors is Randy Ramsey, and he was on our Board of Trustees previously and is an important friend of the University.

3. Approval of the Minutes, Regular Meeting No. 4 of the 66th Session, October 24, 2019

Hans Kellner, Chair of the Faculty

Chair Kellner 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. Chancellor's Remarks and Q/A

Randy Woodson, Chancellor

Chancellor Woodson spoke to the Faculty Senate regarding events related to Red and White Week, outlining opportunities to participate in Homecoming festivities on campus. He congratulated distinguished faculty on their recent accomplishments and awards, and recognized Poole College of

Management on a recent designation for outstanding teaching in the area of business ethics and sustainable business practices. Chancellor Woodson brought news of a very generous gift from the GlaxoSmithKline Foundation and the impact this funding will have on the Community College Collaborative project at the University.

5. Provost's Remarks and Q/A

Warwick Arden, Executive Vice Chancellor and Provost

Provost Arden brought news and announcements from his office, including current personnel searches and updates, campus events and activities, updates on the status of the planning process for the strategic plan, and the five-year SACS report due in Spring of 2020.

6. Senate Discussion – Strategic Plan

Carolyn Bird, Immediate Past Chair of the Faculty

Immediate Past Chair Bird led the Senate in a discussion regarding aspects of the University's next strategic plan.

7. Remarks - Enrollment Update

Louis Hunt, Senior Vice Provost, Enrollment Management and Services

Dr. Hunt presented information to the Faculty Senate regarding current and future enrollment trends and challenges at NC State University.

8. 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

9. Adjourn

Meeting was adjourned at 4:45 p.m.

NORTH CAROLINA STATE UNIVERSITY

Minutes of the Faculty Senate

November 5, 2019

3:00 p.m.

Regular Meeting No. 5 of the 66th Session

Faculty Senate Chambers

November 5, 2019

Present: Chair Kellner, Immediate Past Chair Bird, Parliamentarian Funkhouser, Provost Arden; Senators Ashwell, Aspnes, Bernhard, Berry-James, Boyer, Carver, Collins, Cooke, Darhower, Feducia, Fitzpatrick, Flinchum, Havner, Isik, Jacob, Jordan, Kotek, Kuzma, Kuznetsov, Little, Liu, Lubischer, Lunardi, McGowan, Monek, Murty, Pinkins, Vincent, Williams

Excused: Associate Chair Sannes, Senators Bass-Freeman, Carrier, Kirby, Nelson, Rever

Absent: Senators Barrie, Parker, Thakur

Guests: Roy Baroff, Faculty and Staff Ombuds; Courtney Thornton, Associate Vice Provost for Academic Personnel and Policy; Katharine Stewart, Vice Provost for Faculty Affairs, Randy Woodson, Chancellor, NC State University; Marc Hoit, Vice Chancellor, OIT; Boo Corrigan, Director of Athletics; D. Simpson, Student Senate Representative; Marie Williams, Vice Chancellor for Human Resources; Kelly Wick, Director, Special Projects and Planning, Provost's Office; Louis Hunt, Senior Vice Provost, Enrollment Management and Services

1. Call to Order

Hans Kellner, Chair of the Faculty

Chair Kellner called the fifth meeting of the sixty-sixth session of the NC State Faculty Senate to order at 3:02 p.m.

2. Announcements

Hans Kellner, Chair of the Faculty

See the back of the agenda each week for committee activity and announcements.

- a. This is Red and White week leading up to the football game on Saturday against Clemson. There are many events taking place this week so please check the website and participate in as many events as you can, including the Chancellor's Fall Address on Friday at 1:00 p.m. in Talley Student Union.
- b. There is a search coming up for a new Campus Chief of Police. Dave Rainer is looking for someone to serve on that search committee. Please let Chair Kellner know if you're interested.
- c. Chair Kellner asked the guests to introduce themselves.

- d. Chair Kellner spoke about the Faculty Assembly meeting that occurred recently. He reported that there was discussion about having Faculty Chairs serving on Boards of Trustees. The outgoing Chair of the Board of Governors, Harry Smith, said that he was in favor of it and thought that this was already the case. He added that it is already the case in four institutions, but not all - and not NC State. This is something that will be discussed in future meetings. The new Chair of the Board of Governors is Randy Ramsey, and he was on our Board of Trustees previously and is an important friend of the University.

3. Approval of the Minutes, Regular Meeting No. 4 of the 66th Session, October 24, 2019

Hans Kellner, Chair of the Faculty (representing Phil Sannes, Associate Chair of the Faculty)

Chair of the Faculty, Hans Kellner, called for a motion to approve the minutes for the fourth 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. Chancellor's Remarks and Q/A

Randy Woodson, Chancellor

Chancellor Woodson brought greetings to the Faculty Senate, reminding them that this is Red and White Week. He highlighted events such as "Wear Red, Get Fed," which features free food for wearing red, taking place on Stafford Commons at noon each day of Red and White Week.

Chancellor Woodson spoke about the Donna Shalala event that was recently held on campus and provided background information regarding her career and numerous contributions in the higher education arena.

Chancellor Woodson then spoke regarding some "bragging points" on campus, which included news about Poole College of Management. "The *Financial Times* recently did their usual public flogging of business schools. In their public flogging, they identified schools that were doing an exceptional job of teaching ethics and sustainable business practices. They highlighted NC State for what is called our 'B Court Clinic'. I'm told it is an experiential hands-on learning environment for students that helps them work with people in corporations to learn about ethical business practices." He added that it is great to see NC State singled out.

Chancellor Woodson reported that in regard to the College of Design, recently a distinguished graduate of the College of Design, Steve Schuster, passed away. There was a memorial service for him and Chancellor Woodson noted that his fingerprints are widespread in Raleigh, including the new train station, Union Station. "He was recently awarded, before his death, the Legacy Award, to honor all of his work as an architect who specialized in public projects. He was a beloved member of our community that unfortunately passed away all too early."

Chancellor Woodson reported that recently we celebrated a \$1 million gift from the GlaxoSmithKline Foundation. "I think you all know, and we have debated this, about the Community College transfers to our university. We have debated the value of it; are they prepared, are they not prepared, will they graduate on time. I can tell you that I feel strongly that as a public land-grant university, we've got to do everything we can to give citizens of this state a pathway to get here if that is their dream. It is very

difficult, as you all know, for that to happen as a freshman, because of the competition. So Community Colleges offer the citizens of the state a tremendous opportunity to bring their education, and in some cases, to end their education with an Associates Degree and a job waiting for them. But for those who use it as a pathway to get to a university, we need to do everything we can to help them.”

He added, “One of the ways that we can do that and ensure that when they get here they’re prepared, is to engage with them from the beginning, at the Community College. That’s what the C3 Project is about - Community College Collaborative. It is a very expensive proposition because you’ve got to put advisers into the Community Colleges and help them understand our expectations and help them take the kind of courses that will help them be prepared to transfer to NC State. So we have started this with eight Community Colleges, without a grant. We got the grant to expand it to ten to support.” He added that Louis Hunt has been one of the intellectual leaders of this initiative and he thanked him for this leadership, as well as expressed thanks to the GlaxoSmithKline Foundation. “It’s not a large number of students, about 150 students per year, but we want to make sure that those 150 students realize their dream of getting to NC State, and when they get here, they’re prepared and they’re prepared to graduate on time.”

Questions

None

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

Warwick Arden, Executive Vice Chancellor and Provost

Provost Arden brought greetings to the Faculty Senate. He brought the following announcements:

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 7th. Finalist candidates will be brought to campus in late February or early March of 2020. If more information is needed, please see: ncsu.edu/natural-resources-search

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 chaired by Dr. Louis Hunt, and the committee members will be announced within the next few days.

Vickie Pennington, the primary financial officer in the Provost’s office, is retiring at the end of the year, after working 30 years for the university and 23 years in the office of the Provost. The Provost has named Mr. Adrian Day, who is currently the Senior Director for Fiscal Affairs for the Office of Research and Innovation. He will begin work next week and the Provost is looking forward to having him on board. He stated that Vickie has truly done an outstanding job and encouraged those that wish to, to please reach out to congratulate her.

Dr. Katharine Stewart will present her comprehensive five-year leadership review on Wednesday, December 4th at 1:30 p.m. in Talley Student Union in the Mountains Ballroom.

Regarding the Strategic Plan, 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 of which will have about 15-20 people from across the university. The scope of the task forces will be reviewed by

the Chancellor's Cabinet in early November. Once the topics have been decided upon, then the Provost and others will begin working on developing rosters for those task forces. The process will be similar to the process that was used back in 2010-2011. Provost Arden encouraged the Senators to make an effort to participate if they are asked to serve in this capacity. He added that this is very important to the university.

A five-year report is due to the SACS COC in February or March of 2020. We are reviewing the materials currently and are in pretty good shape. Dr. Fashaad Crawford in the Provost's office is doing an amazing job. He is excited about where we are headed with this review, which should be very strong. He encouraged the Senators that if contacted by Dr. Crawford, please respond to those requests.

Questions

None

6. Faculty Senate Discussion – Strategic Plan

Moderator: Carolyn Bird, Immediate Past Chair of the Faculty

Immediate Past Chair Bird led the Senate in a discussion regarding the Strategic Plan.

We are going into our next strategic planning period, so we thought it would be a good idea to have these conversations to lift our eyes up from our disciplines and this institution specifically, to think about what's happening in higher education overall. I sent you a paper which I hope you had a chance to look at, from a forum where there were some university presidents, probably smaller institutions. They are raising very important issues and concepts.

I sent that to you because it covers a broad number of issues, which we don't have time to talk about all of them today, but I thought it would be good for us to focus on this concept of on-going and continuing touches with the students instead of the one and done model that we currently have.

This idea for restructuring education for lifelong touches with students and the idea that it's not just face to face or online, but both of those. How do we bring an intersection of those two things together? There's also another fact that the students who are in primary school today, by the time they complete their college degree they will go into professions that do not currently exist. So how do we educate people to be lifelong learners and strategic thinkers. That's this idea of educating across disciplines rather than in a silo. Do you have some comments on those thoughts?

Senator: I have a comment and a question. For continuing education for communities, etc., for me it has been confusing how you even start a process like that - through Delta or any IT branch of NC State. I think it's important that we help faculty figure this out about how you begin at NC State to offer communities - whether alumni or not - continuing education. I think it is important that we have a role in that but it's very confusing how to navigate with Delta vs. continuing education vs. other models.

Immediate Past Chair Bird: So that might be an organizational structure issue. (Crosstalk)

Senator: Yes, just a guide for faculty or something like that.

Provost Arden: This is actually an issue that got a lot of attention at the leadership retreat, the whole concept of lifelong and continuing education. We have some very traditional structure around that. This is interwoven with this whole discussion about micro-credentialing, including providing certificates and other credentials toward a degree. So going forward, what is clear is that more and more of our graduates are going to be seeking continued education of some description to prepare them for progress throughout their careers. Just today we approved another four graduate certificates in the Chancellor's Cabinet. I think this is going to end up as one of the task force topics. The nuts and bolts, quick answer to your question, is while the Center for Continuing Education deals with the not for credit education, there's a brick wall between not for credit education and for credit education. For credit education, whether it's on campus, distance or blended, originates from the Faculty of the department or from the unit, then works its way up through the regular approval system. The continuing education provided by the McKimmon Center is all not for credit education.

Senator: And also continuing education and all these professional societies where you can get accredited and you can tap into those networks. How you can do that is just hard to navigate.

Senator: Are they going to come back and take courses that they have to pay for while they're paying off student debt? If you had an agreement with students that this is lifelong, so they could come and get their four year degree and spread that lifelong cost over a life. It makes it much more affordable.

Provost Arden: There are many models for financing this and making it more attractive. What we ultimately want to do is attract students who didn't necessarily do their first or second degrees at NC State. There are folks now calling it K-65 or something like that, thinking of this as a continuum. We know our graduates are going to change careers multiple times throughout their lifespan. The days of people graduating and doing the same thing for the next forty years are gone. So credentialing is going to be necessary and one of our responsibilities as an institute of higher education is to offer that as opposed to some for-credit online institution.

Chair Kellner: I think we start off wrong here at NC State on day one, when students come and apply to a program. This already puts them in a narrow track at the very beginning, which they may or may not change during their years here. But certainly I think the opportunity to spend some time in a college environment before they have to declare a major is the way it ought to go. I know who will oppose that and why, but if we're talking about the concerns about people changing often in their careers, their chances of success will go better if they haven't just stepped right into X or Y on the first day.

Senator: As a faculty member, I would love for our Provost to create challenge grants for Faculty so we can create these just-in-time certificate opportunities. I think we get lots of signals from the business and non-profit sectors, even the public sector, about the kind of new or continuing skills that are necessary. Even as a faculty member, and I've been at NC State since 2010, I did the certificate in nonprofit studies at Duke, I did the certificate in reflective teaching at NC State, and they contributed nicely to my portfolio. I think there are other people who are interested in those things. It would be nice to have a challenge grant so that we can develop these ideas.

Senator: If indeed peoples' jobs change frequently, it seems to me that thinking about the general sort of education that they get at the University becomes increasingly important. The goal should be jobs, certainly, but the other is to create a fully-educated person so they have the skills that they can find further opportunities when their job, perhaps, is no longer an opportunity. There are certainly ways to think about that. Some of us in liberal arts think that there's been a tendency over the last decade or so to reduce some of those general education requirements that we favored because we think it prepares people with certain critical skills. I would certainly be in favor of moving back toward a more

general education model that would prepare students generally at the undergraduate level. That's an issue that is related to the kinds of specialization and could certainly go along with the kinds of credentialing ability that the university would want to enhance as well.

Senator: I am in favor of re-examining the general education program and not just looking at the requirements that we currently have. I think there's a lot of things that we see as faculty in those requirements, the way they're structured, that aren't necessarily translated to students. To us, they're obvious because we are immersed in them and have been studying them for years. So how studying humanities or mathematical sciences contributes to you as an educated human? We see that, obviously, but I don't think they do. I wonder if it's time to re-examine the general education program and focus more on competencies - what are those skills? When we want them to study humanities, what are those skills we want them to leave with? That should be the requirement. What is it that we want them to learn about social sciences, natural sciences? Then those should be the competencies. Hopefully when we look at it that way, we can also break it down across disciplinary lines, so it's not a silo.

Senator: In the report you sent around, we were commenting that it wasn't very much from a faculty perspective. I'm thinking that we need retraining since things are changing so much. You can take a scholarly reassignment if you get money to do research, but why are we not allowed to take one to go learn a new field, like robotics or data mining, or whatever?

Immediate Past Chair Bird: I think as things change and evolve, those kinds of things will be necessary. But the faculty perspective wasn't represented because these were precedents.

Senator: We're supposed to do all of these things with no new training and no new time.

Senator: I find the accusation to be nimble vs. what?

Immediate Past Chair Bird: I think one of the things we have to think about is what is unique proposition at NC State for face-to-face training; what is our unique niche for online training, and where can we find an intersection.

This idea about lifelong learning, there is an opportunity to look at knowledge coming both ways; that if we build-in their undergraduate degree an innovation course that after they've been in their profession 3-5 years, they have this innovations course, which is online, that gives them a refresher but also allows our faculty to hear from them what they're doing in the workplace. Because they're going to be working with other professionals in their space that are going through other training, which might be a professional credentialing program. So they're going to be exposed to other ideas and we want the opportunity to bring those ideas back here. There could be a seminar at the end of that where those students present to another class - a residents class here and maybe an on-campus experience at the end of that where those innovation students spend Friday afternoon in a seminar and a social with those students and it helps create relationships between those students and opens pathways for them to employers and gets them to talk about new ideas.

7. Remarks - Enrollment Update

Louis Hunt, Senior Vice Provost, Enrollment Management and Services

Please see the printed presentation here:

Dr. Hunt began his presentation with a slide that projects the entire history of enrollment at the University. "The bars are growth rates, the largest being after World War II. The point I want to make about this is that we go through periods of rapid growth, declining growth sometimes, and in recent years, we were in pretty rapid growth. We have a 2025 enrollment plan that shows we started a decade or so building enrollment plans, looking forward about ten years. We have an enrollment plan with actual targets."

He added, "The first slide talks about what are the principles; student success, diversity (ethnic, geographic, disciplines of our majors, etc.) The other thing that we have had issues with over the last few years is volatility of our enrollment. What we've tried to do in the last decade is really take some of that volatility out of it to quiet things down. It's hard to plan how many seats in English do you need next fall if you don't know if we're going to have 4500 or 4800 students. So we have been trying to do that."

He stated, in regard to global engagement, "We have been trying to manage our international enrollments, making sure we have a good cohort of international students and they are representative of the entire globe, not just China or India or Saudi Arabia."

Dr. Hunt continued, "The middle slide - we have unique programs on this campus; we are obviously a big engineering school and we need to serve the state of North Carolina with that, but we are a design school, we have arts, we have natural resources, we have a great humanities program, etc. We have to make sure we've got the diversity across all of those groups of students."

He added, "The next page talks about the 2025 enrollment goals, and that is compared to 2015. We set out a ten year plan, starting in 2015. Seen here are the growth rates we would have seen between what we had been and what we are anticipating for 2025. Overall, it's a 13.8% growth rate. Some of these seem realistic and some of them not as realistic, almost five years into the plan. With freshmen, we are actually above the target we set. We are below with the transfers, and had very aggressive master's and doctoral targets."

Chair Kellner: I do not understand what the percentages under new, total and all of that are. Does that mean that over ten years we are going to have 8% more freshmen and 51% more new doctoral students?

Dr. Hunt responded, yes, and the total is actually the one that has been tripping us up a little bit. As we settle down the freshman class, we settle our numbers deliberately. Then the graduation rates changed rather dramatically.

Senator Lunardi: So does it affect - when you say 30% master's; In electrical engineering, I believe that we already grew more than 30%.

Dr. Hunt responded that we set up a 10-year outlook, because we have to have this on the verizon. We revisit it every year, so what we have seen is yes, we've had rapid growth, especially in electrical and computer engineering at the master's level. There are a lot of factors here. We come back and reassess it through DGP's, through the Associate Deans and Deans, etc.

Senator Lunardi: How does it work when it started ... (inaudible)

Dr. Hunt responded that this is more challenging and thinks it will change, because the funding model for enrollment will change. "We will be funded in arrears as opposed to projections. Historically, we've had to have projections and we got funded on those whether we made the enrollments or not. Now it will be a different model."

Senator Lunardi: Following on that, the master's are not really an issue.

Dr. Hunt added that another interesting component is this is not done in isolation; this is done along with all of our university budgeting, but also facilities and so forth. "So we would look and say we can't possibly support that many engineering research doctoral students with the resources we have. I'm not saying that's the case, I'm just saying if we do that type of analysis, whether it's accurate or not."

Dr. Hunt continued his presentation, pointing out that the data shows that this fall, the university is at 36,300 students. "To get to the 2025 goal, that's a 6% role and at the undergraduate level, that's about a 3.2% growth rate. So we have to come back and reassess these things and find out what we need; do we still maintain our position in the marketplace, do we have the tuition and enrollment dollars we need, but that gives you some sense of where we are."

Chair Kellner: There are two major public universities within the state, NC State and UNC Chapel Hill. So if you take their enrollments together, where does that stand in proportion to the population of the state, as opposed to, let's say, Minnesota. Do we have a larger or a smaller number of students at our research universities, proportioned to the size of the state?

Dr. Hunt responded that he is not sure. "We have a unique system, with 16 universities and 17 institutions, and very different ones. North Carolinians do have a propensity to stay in North Carolina. We are still the largest and attract the most applications. The two of us combined make up the lion's share of all the enrollments. I don't really know compared to other states."

Chair Kellner: Do you see another institution on our heels, for the size?

Dr. Hunt responded, no. "Several Chancellors ago, it was a goal to be the largest institution. That, I don't think, is anywhere on our radar now. It's just to do our thing."

Chair Kellner: Although we are.

Dr. Hunt responded, we are. "The early signals from our applications, the freshmen deadline for early action was the other day, and our numbers were up pretty strongly and dramatically within the state. So our brand is good."

Dr. Hunt continued, pointing out the trend line in undergraduate enrollment. "You can see there that we shrunk for a little while. We had dropped the freshmen class in 2007-2008. We had our largest class of about 4,800 and then we dropped that deliberately down to 4,250 and tried to keep it there. We were fairly successful with that, but it was much more difficult than I thought it would be. Our total undergraduate started to drop at that time. Since then we've brought in a few more cohorts, larger cohorts and we've tried some other things."

Senator Havner: I think you explained it. It was partly deliberate (inaudible) that led to a reduction in undergraduate enrollment, but it has increased since 2016. Looking at it, you wonder why.

Dr. Hunt: It was deliberate but one thing the Provost reiterates consistently is that we need to be very careful not to outpace the growth here, etc. So I think we are doing alright.

Dr. Hunt continued, "Moving forward, I show some recent data on the master's and doctoral students. We are not as far towards our 2025 goals, at the graduate level, as we are at the undergraduate level. One thing, in all fairness, those were assertive kind of goals, and whether we stick with them is to be determined. We have made good progress, and in certain places we have made outstanding progress."

Dr. Hunt pointed out a trend line and good upticks in the number of students applying to NC State. "The big uptick is when we went to the Common Ap - that was big because we got a lot more applications. Since then, we've had good growth and the brand is really strong. People are valuing our education and institution." He added that lots of applications is an important piece for us; that's how a class is built. "We have a lot of people wanting to come, so we have a lot of people to choose from."

He continued, "Our applicant pool is very strong. We get more applicants, and we admit more people. For some students, we are their first choice and we will give them the nod before the lights go out. There are other students where we are a safety school and they're not coming to NC State. There are other students, maybe from California, who have never been here and they just sort of like something." He added that we admit more students as the apps go up and the app pool gets better. "You can see that the line, which is our admit rate, has been going down. So now we are well below 50%, which is actually a pretty selective place to be in higher education."

Dr. Hunt then pointed out the profile information on the freshman class. "This is an exceptionally strong class. It has been for a few years. We are seeing that in the performance of the students. They really are the cream of the crop; mostly in the top 10% of their high schools, they've taken a very rigorous curriculum. They're a serious group of students."

Chair Kellner: What percentage of the entering freshman class is not the standard, but various kinds of special admits?

Dr. Hunt responded that they are all special. "We have a policy and a process that we call 'special consideration.' That is next to nothing; like 20 students a year. Then usually when you're looking at admissions, and we have to do it by college because the demand for our colleges is very different and what the colleges are looking for is very different. This has been an interesting debate, given the USC stuff and people buying their way into these prestigious schools. One thing that is forefront in my mind is there is no way to judge the merit of these students. They're all very similar. There is a self-selection process on the front so they're all well-prepared students with good academics, and it is very difficult to choose between them. We try to take in to context the resources that the student had access to, the school they went to and what kinds of resources it had, etc."

Dr. Hunt stated, "Our average SAT score is in the 1335 range, but we are going to see a kid who's got a 980 and we're going to say 'we have to take that kid; they're in the top 5% of their class, they've made straight A's, they've taken the test a couple of times and apparently they don't test well.' So we are going to take that kid." He added that the actual students that have to go through committee is quite small. "The number that we report to General Administration as exceptions is miniscule, like one to three per year."

Dr. Hunt also added that the university is now over 50% female for the first time, which is a great thing for NC State. "Really, the strides have been made in engineering and all credit to the folks in engineering for that. To have our freshman class now at 30% female is unique and is moving in the right direction. What's really so great about it is they graduate at such a higher rate than the males." He added that the university is also putting a big push on the first generation students and rural

students. “We have some targets with the system office to increase, and we have very specific numbers on their website, but to increase the number of students that we enroll and graduate from tier 1 and tier 2 counties. Also students who are Pell-eligible. We are really trying to make sure that we make a push there because when we are successful there, it is quite rewarding.”

Senator Berry-James: I have a question about the demographic trend for the freshman class. Is that for 2019 - those numbers?

Dr. Hunt: Yes.

Senator Berry-James: I looked up the 2019 demographic profile for the state of NC and I noticed that in the state of NC there’s about 22% African American people in our state who pay taxes and support NC State. And I wonder if you can shed a little light on the African American profile of freshmen. I noticed here it says it’s about 7% for the freshman class. So I just wanted to talk a little about the optics of that. When you see this disparity that exists, sometimes it calls into question racial selectivity in admissions when you look at the optics and they’re so far off. Can you talk about that?

Dr. Hunt responded, “I mentioned diversity up front. It really is very important to us, and it’s something that we are working on. We are at the end of a K-12 pipeline, and the equity of that system is not. We have a lot of differences in our community. So we look at the differences of the performance of, you’re saying African Americans so that’s a good one to talk about, how many African Americans in North Carolina that just graduated had over a 980 SAT? It’s probably like 11%. So there are some real challenges there and we are trying to deal with it. The other piece is how people are identifying themselves. I forget if it was 2009 or where, but we had to change how we request race and ethnic information. So we have seen rapid growth in Hispanic, and some of that may be at the expense of African American growth. If you tagged Hispanic, you are Hispanic even if you say ‘I am white and African American.’ So that may have been different than in the past.”

Senator Berry-James: In North Carolina, the Hispanic number is 9% and in terms of enrollment, that’s 8%.

Dr. Hunt responded that it would be interesting to see. “The Federal court said Harvard was fine in what they were doing; Chapel Hill is next in line to make it to the Supreme Court. We can use race in our admissions decisions, but in a very limited way. We have to make a case for why we do that, and we do it. So we have just started a new periodic review. Our last one was done in 2014 I think, and we were directed by the Department of Education to do it because we had a complaint that we were using race too heavily. We use what we call a holistic review and that can have a plus factor for something. You can have a plus factor for first generation, military, low SES, rural, African American. And we do that. So if we weren’t doing that, these numbers would be different. You can’t use any kind of quota or number that’s specific, based on race. We can’t say we’re trying to match North Carolina’s ethnic profile - you just can’t go there. But what we do is we are trying to increase that number and we are trying pretty deliberately; one, in the way we read applications.”

He continued, “We got a little bit of heat last year for piloting a program with College Board, called Environmental Context. We had signed up to do that to try to address some diversity issues that you’re bringing up. Could we read an application better if we understood the student better? I thought well this is a no-brainer, of course we’re going to do that. After it comes out it’s like ‘who told you you could do that?’ Not from our leadership, but from around the state. We are continuing to do that. We are trying to read and get more diversity in here. It’s a very competitive environment. We looked at every student that we offer admissions to and we look at where do they go. I know where every African American that I offered admissions to ended up going. I know what their scores were and

everything else. There were 2,000 students we admitted last year, not African American, but 2,000 students we admitted last year that went to Chapel Hill. I also know that they got a 50% greater financial aid package, institutional aid. Theirs is 50% greater than ours and they meet 100% of need, etc. So there are a lot of factors here. We cannot try to map directly to the population, but we are trying to do a lot of stuff.”

Dr. Hunt continued, “We’ve got a bunch of programs we run. In the summer we have an emerging scholars academy where we bring in 100 African American students and we have them engage with faculty and those types of things. We do something similar with Hispanics and Latinos and Native Americans. We are working on it, but it’s got a long way to go.”

Senator Williams: To the extent to which we have some excellent HBCU’s in the state, like NC A&T, and NC Central. Other states don’t have that. Do you have any sense of how many students go there instead of come here?

Dr. Hunt responded yes. “We lose a lot of engineering students to Chapel Hill, even though they don’t have engineering. I know how many go to A&T. “

Senator Lunardi: They don’t have electrical engineering.

Dr. Hunt: Yes, I know. The kids will apply here in electrical engineering and they’ll go there in pre-med. I don’t know what they’re thinking. I know exactly how many go to A&T and Central. That number has gone up a little but it’s not very large compared to some other competitors.

Senator Lunardi: I have taught here for the past 30 years. The problem is really the financial aid. (inaudible) We used to graduate as many (inaudible) in the College of Engineering. We don’t have that anymore.

Senator Monek: Is this demographic distribution represented here as enrollment, is this consistent throughout the funnel or does it diverge?

Dr. Hunt responded no, not at all. “To that point, I’m for nothing if not transparency, so we get a ton of applications from African Americans. Our admit rate for African Americans is way lower than the average admit rate and way lower than the admit rate for Caucasians or Asians. But it’s because of what their academic profile is. Then the yield rate is actually pretty similar, a couple points lower. If you take a student that’s got a 1400 SAT, African American, they’re probably going to Harvard. It is a very competitive place for the students we are trying to yield. We are trying to do a lot; we are trying to re-calibrate everything and we’re trying to do more, and I think we are making progress.”

Senator Berry-James: When you compare your freshman demographic trends with the population in North Carolina, every population compares quite nicely except for African American.

Dr. Hunt responded, “It’s a big challenge.”

Senator Berry-James: That analysis is something that needs to be focused, in terms of the way in which you think about what works or doesn’t work. It’s 7% versus 21%, but every other racial ethnic group compares quite nicely with the North Carolina population.

Dr. Hunt responded that he agrees. “One of the things we are trying to do is how do we tell better stories? How do we get kids to campus and make sure that they feel they would fit in on this campus? How can we keep students on track? We hear that maybe in 4th through 8th grade where they really

get off track. This is something we'd like to do more of. My unit cannot do that by itself; it's not big enough. We need to work collaboratively to do some of that. We are doing the new periodic review to justify using race in admissions, so I would welcome your input and discussion so we could really dive into the numbers a little harder and look at them, which would be useful."

Senator Fitzpatrick: I see that your hands are tied. You can't use race as in the application and you cannot weight it. That came from court cases 10 years ago when you could no longer use race. What we need to do better is market and compete for those individuals. I know you are in a tough situation with that.

Dr. Hunt agreed. "Honestly, we can't throw up our hands and say there's nothing we can do. So we are trying, and we are going to keep trying new things.

Senator Liu: Talking about Financial Aid, is there (inaudible) about tuition?

Dr. Hunt responded that we control tuition quite a bit. "Living expenses keep going up, there's some policies in place now that once you enroll and you stay enrolled, your tuition doesn't go up for four years. So those things help. The average family in North Carolina, the median income is only \$55,000 for a household. So you talk about paying \$25,000 for college per year and that's difficult with that kind of household income. But I think with the campaign, we will make some progress and we will see more effort to raise scholarship money."

He continued the presentation by highlighting transfers. He stated that he has become impassioned about the transfer process. "It's a challenging process. We have kids all over the state going to 58 Community Colleges with different resources and everything else. By the same token, some of the students we are pulling through there, if we get them here and they're successful, we have really changed a life, we've changed a family's prospects for the future." He added that one of the things he learned a lot from was after the university expanded the Goodnight Scholars Program to include transfers. He added that if we can get the students on campus and taking advantage of the resources we have as early as possible, we can do a lot with them.

Senator Carver: I remember years ago you were talking to one of the committees about how you couldn't predict how a student was going to transition in and how they were going to do. It seems to me that these transfer students are showing that they can and they want to do well. So that might be something to look at as well.

Dr. Hunt responded that he thinks so. "We are working with SAS Institute. They have done a lot of analytics for us and we are trying to incorporate those. I've worked with Jane on a number of related things. CALS has done a lot of important things, Engineering has done a lot with the Associate of Engineering to figure out how do we map these two year programs to the four year program, and very successfully. These students may not have gotten all they needed in high school to be successful to be a freshman here, but it's amazing to see some of the students coming into engineering who had to start in the equivalent of Math 107, which is two courses prior to the first math course in the engineering curriculum. They're getting here and they're being quite successful. This is an interesting opportunity for us to figure out how to do better."

Senator Havner: I was just seeing 11 of my undergraduate advisees and the curriculum requires three calculus courses plus, in Civil Engineering, differential equations plus statistics. A lot of the students that I've been seeing have transferred in the first and the second. And you can ask them how they're doing with the calculus course here. I would say that over the years, they generally give a pretty positive response. But often they will say that it is harder than what they had transferred from their

Community College. So what you said earlier about making sure our administrators are talking with the community colleges and making sure that the standards are as they must be, particularly in math.

Dr. Hunt responded that he thinks there are a lot of possible remedies to help improve things. "You think of (unintelligible) Academy or something; if we could assess the students' readiness in the summer before they come and they need to bootstrap a little bit around their calculus or something, you could do that." He added that there are things that can be done. "We have talked to a lot of the Community College presidents at these partner schools, and we are really understanding the challenges a lot better."

Senator Lubischer: I think there's a lot that we could do in the programs, in terms of helping students. What are the things, either concepts or competencies, that students really need to know? If our curricula could build in more of a pre-test for courses to identify and help students identify the concepts and competencies they need to brush up on before they get going on this course, I think we'd do a much better job. Students may or may not come in with the same preparation. So if we could shift our focus from course pre-requisite to what are really the concepts and competencies students need to know and give them a self-testing tool so they could really see if they've got it, we could really help all of our students.

Dr. Hunt added that the final slide, the graduation slide, will show that there have been great strides here. "We are bringing in good students, they're succeeding, and they're staying on track." He added that you can see that four year graduation rate has increased dramatically. "That's really important because they are putting less money into their education. Nobody wants to pay for a fifth or sixth year of college. It also leverages our financial aid in a big way."

He concluded by saying, "I think things are going quite well, except this diversity is a big issue that is one of the things we are worrying about the most."

Senator Vincent: I am pleased to hear about all the efforts to try to figure out exactly how to approach certain groups of students and have them succeed. Is there anything about graduation rates that troubles you? Is there any demographic information about certain groups that are having trouble getting through, that certain red flags are going up?

Dr. Hunt responded not really, in terms of the traditional groups that you would think about. "We measure the gaps between under-represented minorities and majority. We are in a pilot with the APLU to close gaps. Those gaps have all narrowed dramatically. I think where we are running into problems are mental and psychological issues that students are dealing with, and financial issues. I think there are a lot of things like that that are really affecting our students."

Senator Feducia: These numbers, the graduation rates that you are referring to, those are fall and freshmen. Is there a rate on the transfer students from spring connect? What do those numbers look like?

Dr. Hunt responded that there is. "Spring connect hasn't really had time yet. But a slide I sometimes put together is the groups we pulled in; most of them PPR are North Carolinians and they mostly all go to a Community College for fall semester and transfer in a bunch of courses. At the end of May, the early cohorts have had about a 2.9 overall GPA and they've got about 30 hours of credit. So they're doing pretty well, and they're on track towards graduation. The transfers are a little trickier to look at. We need to develop a better way of looking at that. One way we can look at it is if they come with an Associates Degree from a North Carolina Community College. That's about 60% of our transfers. The other large population are other Universities. It's a very different type of student throughout."

Senator Monek: Do you know how retention rates for spring connects compare to fall entry? Are we onboarding them well in the middle of the year?

Dr. Hunt responded that he thinks we are, and we're getting better at it.

Senator Isik: So I look at the graduation rates and they are going up nicely. I was wondering what are we doing right? What is working?

Dr. Hunt responded that it's really a lot of things. He noted the Living and Learning Villages and anything the university can do to make a kid feel like they're here and they're part of the community. "There's a lot of things we do well. We are admitting very good students but we're bringing them in and helping them find their majors. We have projections for what these numbers look like and they look better moving forward."

8. 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

9. Adjourn

The meeting was adjourned at 4:45 pm