

NORTH CAROLINA STATE UNIVERSITY
Minutes of the Faculty Senate
Executive Summary
November 19, 2019

1. Call to Order

Hans Kellner, Chair of the Faculty

Chair Kellner called the sixth 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 University has a lot going on in the Arts that sometimes doesn't get advertised. The dance program will have its performances on 11/21 and 11/22 in Stewart Theatre. A play, "The Colored Museum," will be given until 11/24. The Raleigh Civic Symphony has a program on 11/24 at 4:00 p.m. in Stewart Theatre, "Music of the Trojan War." There will be a Crafts Fair on 11/23 and 11/24 at 10:00 a.m. on Jensen Drive in the Crafts Center in Thompson Hall.
- b. Please see the back of the agenda for information regarding the Senate Committees' meeting times and dates, and the issues on which they are currently working.

3. Approval of the Minutes, Regular Meeting No. 5 of the 66th Session, November 5, 2019

Hans Kellner, Chair of the Faculty

Chair Kellner called for a motion to approve the minutes for the fifth 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

Duane Larick, Senior Vice Provost for Academic Strategy and Resource Management

Vice Provost Larick brought news and announcements 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 the five-year SACS report due in Spring of 2020.

5. Remarks - Call to Action: Pack Essentials

Intae Yoon, Associate Professor, Department of Social Work, College of Humanities & Social Sciences

Professor Yoon brought information to the Faculty Senate regarding student homelessness and hunger on our campus.

<https://dasa.ncsu.edu/pack-essentials/>

6. Remarks - Faculty and Staff Ombuds

Roy Baroff, Faculty and Staff Ombuds

Faculty and Staff Ombuds, Roy Baroff, shared with the Senators the history of the Ombuds at NC State as well as the Ombuds idea and where it originally came from and the role that the Ombuds plays on the campus. Mr. Baroff also shared information regarding the types of cases and situations he has been involved with during the five years that he has been in the Ombuds role at NC State.

<https://facultysenate.ncsu.edu/files/2019/11/Ombuds-Case-Data-2019-thru-September-summary.pdf>

<https://facultysenate.ncsu.edu/files/2019/11/Ombuds-Case-Data-1718-one-page-w-themes.pdf>

7. Faculty Senate Discussion – Strategic Plan

Moderator: Natalie Cooke, Assistant Professor, Dept. Food, Bioprocessing & Nutrition Sciences, Director of Undergraduate Programs for Nutrition Science, College of Agriculture and Life Sciences

Dr. Cooke led the Faculty Senate in a discussion regarding interdisciplinary work. She opened up the floor and asked what thoughts the Senators had on what we are currently doing with interdisciplinary work, whether that be research, extension or teaching. She posed the following questions and asked for comments and discussion: How can we get more involved in those efforts, both for ourselves and for engaging students in that work? What do we need to be thinking about as we move forward with strategic planning and goals when we are looking at interdisciplinary work?

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 4:57 p.m.

NORTH CAROLINA STATE UNIVERSITY
Minutes of the Faculty Senate
November 19, 2019
3:00 p.m.

Regular Meeting No. 6 of the 66th Session

Faculty Senate Chambers

November 19, 2019

Present: Chair Kellner, Parliamentarian Funkhouser; Senators Ashwell, Aspnes, Barrie, Bernhard, Berry-James, Boyer, Carrier, Carver, Collins, Cooke, Darhower, Feducia, Flinchum, Havner, Isik, Jordan, Kirby, Kuznetsov, Little, Lubischer, Lunardi, McGowan, Monek, Murty, Nelson, Pinkins, Vincent, Williams

Excused: Associate Chair Sannes, Senators Bass-Freeman, Kotek, Kuzma, Rever, Thakur

Absent: Senators Fitzpatrick, Jacob, Liu, Parker

Guests: Duane Larick, Senior Vice Provost for Academic Strategy and Resource Management; Roy Baroff, Faculty and Staff Ombuds; Katharine Stewart, Vice Provost for Faculty Affairs, Courtney Thornton, Associate Vice Provost for Academic Personnel and Policy; Kelly Wick, Director, Special Projects and Planning, Provost's Office; Cathy Horn, ACE Fellow, Provost's Office; Intae Yoon, Associate Professor, Department of Social Work; Coleman Simpson, Student Senate President.

1. Call to Order *Hans Kellner, Chair of the Faculty*

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

2. Introduction of Guests and Announcements

Hans Kellner, Chair of the Faculty

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

- a. This University has a lot going on in the Arts that sometimes doesn't get advertised. The dance program will have its performances on 11/21 and 11/22 in Stewart Theatre. A play, "The Colored Museum," will be given until 11/24. The Raleigh Civic Symphony has a program on 11/24 at 4:00 p.m. in Stewart Theatre, "Music of the Trojan War." There will be a Crafts Fair on 11/23 and 11/24 at 10:00 a.m. on Jensen Drive in the Crafts Center in Thompson Hall.
- b. Please see the back of the agenda for information regarding the Senate Committees' meeting times and dates, and the issues on which they are currently working.

3. Approval of the Minutes, Regular Meeting No. 5 of the 66th Session, November 5, 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 fifth 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

Duane Larick, Senior Vice Provost for Academic Strategy and Resource Management

Senior Vice Provost Larick brought the following announcements on behalf of the Provost:

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. 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 has begun. The nomination committee is chaired by Dr. Louis Hunt, and the committee members have been notified and have agreed to participate. An announcement will be going out on November 20th.

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. Adrian will report through Dr. Larick to the Provost going forward.

Vice Provost for Faculty Affairs, 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 Chancellor and the Provost are continuing to meet, working to identify nine task force areas. Once these task forces are established with the names and charges of those groups, the next thing will be populating those groups. The process will be similar to the process that was used back in 2010-2011. During the fall and spring semester we are going to be working on developing the goals for the plan. The reality is that during the next fall and maybe into the spring, we will be doing the real work, which is the implementation plan. Once we create our goals and the objectives for those goals, then we create the three-year implementation plans.

A five-year report is due to the SACS. The COC report is due in February or March of 2020. Dr. Fashaad Crawford in the Provost's office is doing an amazing job leading this effort.

The Association of Public and Land-grant Universities (APLU) has named North Carolina State University a 2019 Innovation & Economic Prosperity (IEP) awardee. The IEP awards recognize innovative projects or programs in economic engagement. The winners of the awards were announced at the 2019 APLU Annual Meeting in San Diego. The IEP Economic Engagement Connections award is the top prize in the awards competition, recognizing overall excellence. NC State is currently ranked as the 10th most Entrepreneurially-engaged university for students in the country.

Questions

Senator Berry-James: Do you have a copy of the proposal? Can we see it? Is it available and can you share it with the faculty senate?

SVP Larick responded that he isn't aware of any reason it could not be shared. We will take a note and will send a link.

Senator Berry-James: Were faculty involved? Which offices do we congratulate?

SVP Larick responded that the College of Management is carrying a heavy load associated with entrepreneurs, as well as DELTA. Also, Bonnie Fusarelli's group in the College of Education, as well as folks in Chemical and Biomedical Engineering.

Senator Vincent: I just became aware of the statistics of where the money of the university goes. I am wondering if the Provost's office has a comment. This indicates that between 2014 and 2018-2019, the increase (inaudible) while the EPA teaching has only got 9%.

SVP Larick responded that we have been asked to address the issue of concern in one of the committees and we are working on it. We are not quite ready to come to the committee. Data can be a confusing thing. We were required by the UNC system, as an example, to change the classification of all department heads and all center directors. So they are now considered EHRA non-faculty, and the EHRA non-faculty doesn't just include administrators, but would also include all of the research assistant and associate and full professors as well. So yes, we need to figure out a way to grow EHRA faculty at a faster rate, both Tenure track and non-Tenure track.

Chair Kellner: Would you please go over the re-categorization of department heads as non-faculty? What was the motivation, and does that remove them from the general faculty roster?

SVP Larick responded no. I am a professor of food bioprocessing nutrition sciences in a Tenure-track position, and I am still in the general faculty roster. So it does not remove them from the general faculty roster. So a decision was made that all department heads are to be classified as 12-month administrators, as well as major center directors. Checking that flag then moves them to the EHRA non-faculty category.

Chair Kellner: So a separate matter from the designated general faculty.

SVP Larick responded yes, a separate matter but where it does cause issues and an unintended consequence is if you just look at the faculty numbers that I mentioned, the number of Tenure-track faculty is going down. We get caught up in these system-type issues all the time.

5. **Remarks - Call to Action: Pack Essentials**

Intae Yoon, Associate Professor, Department of Social Work, College of Humanities & Social Sciences
Tom Barrie, Professor of Architecture, College of Design

<https://dasa.ncsu.edu/pack-essentials/>

Professor Yoon brought information to the Faculty Senate regarding student homelessness and hunger on our campus.

Professor Yoon represents the NC State Pack Essentials Steering Committee. He thanked the Senate for the time they provided to him and the Steering Committee to present this information.

He stated that there is a food pantry program on campus and last year our students picked up 19,557 pounds. This indicates that our students have a lot of need for support with food security. "About 14% of our NC State students reported low food security over the last three years. Not only that, about 9.4% of our students experienced homelessness over the last 12 months. Some of them couch surf, moving from one house to another, but some of them are sleeping in a car while attending the university. We are a great university, but it is unthinkable that this many students are experiencing homelessness on our campus. This is my fourth year here, and as a faculty member, I know this is a real problem and I'm pretty sure you have experienced some of these things too."

So what should we do? In the fall of 2017, volunteer faculty, staff and students gathered together to form this Pack Essentials Steering Committee to address the issues on our campus, along with community experts on the issue. Over the last two years, we have done many things across campus to address hunger and homelessness, including meeting once each month to discuss ways to address the issues. In 2018, we created Pack Essentials forms that students can fill out when they need emergency food, funding or shelter. In the last academic year, 356 students applied for the program, and 92 students got \$43,000 in emergency fundings. Additionally, 23 students got about \$24,000 worth of meals from the Pack Essentials program.

In the last academic year, the volunteer Pack Essentials committee raised about \$414,000 to support our students who are experiencing hunger and homelessness. That was an amazing achievement for a volunteer committee on this campus. The goal of the committee is \$2 million to endow this emergency fund for students. We want to Think and Do the Extraordinary to address hunger and homelessness on our campus.

The committee has also organized workshops to address what can be done to prevent this from happening in the future and how we can address the issue. We have tried to identify the resources that we already have on campus, identifying the possible barriers and trying to discover how we can bring all of the resources together on campus and from off campus. We held three workshops last semester and 28 faculty and staff and 37 students attended to share ideas about what we can do, using the resources that we have. As a result, please see the handout entitled "Call to Action," to see the results of those meetings from last semester. Our goal is that all NC State students will have access to sufficient, nutritious, culturally-appropriate affordable food, along with safe, stable and affordable housing. To achieve this goal, we have some recommendations. First, we recommend that the Pack Essentials steering committee should be officially charged by the Chancellor to address the issues, and having resources to address the issues. The committee would like to create a plan to address hunger and homelessness and implement a plan that will evaluate how we are doing in addressing the issues. In order to maximize our efforts, we need support of upper-level administrators and resources.

The plan includes creating one centralized location to get resources they need, as well as get the information they need. The location needs to be in a non-stigmatizing environment in order to support the students, as well as case managers in an effective way.

Senator Lunardi: Can you identify how many students with needs without the stigma?

Professor Yoon: About 14% of our students, undergraduate and graduate, are experiencing food insecurity and about 9.4% of our students, which is about 3500 students, experience housing insecurity. It is a lot more than we think. This is a big problem that we do not see.

Senator Lunardi: So on the hunger side, [inaudible] we are providing a meal plan? So that's why I am asking if it is possible to separate the undergraduate students.

Senator Barrie: The survey does not separate the students.

Senator Lunardi: So can you include a meal plan with the tuition.

Senator Barrie: If you live in the dorm, which our freshmen are required to, you must have a meal plan.

Professor Yoon: One of the things that our students can do to support other students is to share their meals on their meal plan. Students see this problem and donate meals. The meal plans are expensive, so not every student has three meals per day; many just have one or two meals per day. As faculty, we can also do something to help.

Chair Kellner: All that you have described here with Pack Essentials is basically NC State-oriented. Do you have any comparisons about the needs from other institutions in the system, and is there a national group of organizations like this one that we might know about or hear about?

Professor Yoon: In terms of the problem, it is nationwide. Several universities, including several in North Carolina including Appalachian State. They are trying to do something to address the problem as well. North Carolina State is one of the leaders in this effort. Not many universities have programs to address these issues, so what we are doing can perhaps be a national model for others to replicate.

Chair Kellner: What message do you want to send to the Senate today?

Professor Yoon: The message is that it is our hope that the Faculty Senate can create a resolution of support for this Call to Action for student hunger and homelessness.

Senator Aspnes: Is there a place we can go to get more information and specifics, as well as where we can donate?

Senator Barrie: Pack Essentials has a place on their website and the existing resources are listed there. There is also a full report of the survey that was conducted in 2017. This Call for Action wants to move this work from a self-organizing committee to a real resource point.

Professor Yoon: A lot of people want to support this Call. We hope that the steering committee becomes official and is able to implement a plan. We would like the support of this body.

Professor Yoon added that one of the things that the Pack Essentials Steering Committee is doing right now is creating a program to address the homelessness issue; we are trying to connect our students with outside community members who may have some extra rooms.

Senator Barrie: As part of the process, we went through a whole planning process with an outside consultant. Mary Haskett wrote a grant, and we worked with Family Promise, who were the facilitators of our group. Out of that came some ideas about building new housing on campus that would provide a place for these students. I am working with 11 graduate students currently and our work is posted on our website. <https://campaign.ncsu.edu/news/2019/11/partnering-to-combat-housing-insecurity/>

Senator Flinchum: By contrast, in our neighborhood of this university, there are at least two huge projects aimed at student housing and the sign on the advertising on the construction site says "luxury student housing."

SVP Larick added that he understands that this group is asking for university administration support, but asked them to think about the best way to do it most efficiently.

Senator Barrie: I think we would like your advice on that. I think it is directly tied to capacity building, major fund-raising efforts, and as part of the recommended actions the university could seek to meet 100% of housing security for our students in the new strategic plan and helping us get there.

SVP Larick responded that there are two questions -- what that is and how do we get there.

Senator Barrie: Intae came to request Senate action on this. Is that something we are prepared to do today?

Chair Kellner: No. If we are going to do a motion, it will take a meeting or two. A Resolution is what we're talking about. It will get done, but not today.

6. **Remarks - Faculty and Staff Ombuds**

Roy Baroff, Faculty and Staff Ombuds

Handouts:

<https://facultysenate.ncsu.edu/files/2019/11/Ombuds-Case-Data-2019-thru-September-summary.pdf>

<https://facultysenate.ncsu.edu/files/2019/11/Ombuds-Case-Data-1718-one-page-w-themes.pdf>

Faculty and Staff Ombuds Roy Baroff thanked the Faculty Senate for the time to speak with them today.

He shared with the Senators the history of the Ombuds at NC State as well as the Ombuds idea and where it originally came from and the role that the Ombuds plays on the campus. Mr. Baroff also shared information regarding the types of cases and situations he has been involved with during the five years that he has been in the Ombuds role at NC State.

He added that the Ombuds office at NC State actually grew out of the work that the Faculty Senate did to create the office. "I really came on board on December 1, 2014, very part time, 10 hours per week, to open the Ombuds office. We did that and opened it in February or March of 2015." He added that other schools in the UNC system do have Ombuds; UNC-Chapel Hill opened its doors in 2005 and UNC-Charlotte, Appalachian State, East Carolina Medical School, and the North Carolina School of the Arts also have Ombuds on their campuses. He also stated that Duke University has an Ombuds office and Wake Forest Medical School will have an Ombuds office starting in January.

Mr. Baroff added that his role at NC State is an organizational Ombuds. "It's really okay to ask for help - and that's really what the Ombuds office is, which is to create a particular avenue for people to ask for help that's independent, confidential, informal and impartial." He added that his office is an off-the-record safe space for anyone to bring any issue. "It's confidential to the extent that there are no records created, with the only exceptions being safety issues or risk of harm, or with peoples' permission. Other than that, I'm not in any of the mandatory reporting categories."

He stated that the office is not a high-volume office. "Last year, 209 cases and probably on track to do the same this year. A case, for me, is when anyone asks me for help with something. That can range from many many visits with multiple hours, to a very short connection to refer someone to some other

service.” He added that he has worked with faculty in every college across the university, having attended 58 faculty department meetings and once he reaches the end of the list, he will start over since many people do not know what an Ombuds is or what the Ombuds office can provide. He stated that he mostly works for individuals. “Sometimes it’s groups, it’s units, it’s whole departments. I help people navigate their experience and help them solve problems in this informal and impartial way. I also try to help the university think about how it engages and deals with conflicts and issues. So I try to share observations and themes, as is noted in the materials I have shared.”

Senator Carrier: How does one prepare as an Ombuds?

Mr. Baroff responded that Ombuds typically come from the broader conflict resolution field, or counseling, social work or other helping professions. There are also people who are approached by others to assist them in solving problems. He added that a lot of times when universities or organizations decide to have an Ombuds, that tap that person and say since you’ve been doing this informally, we want to make you the Ombuds. There is training that is available through the International Ombuds Association. There are others that come out of the field of professional mediators and those who have a legal background.

Chair Kellner: On the faculty visitor demographics you have two columns: Ombuds and NCSU. Can you clarify?

Mr. Baroff: The “Ombuds” would be my office and the other is data from the university. People suggested that I benchmark what we have at NC State, so that’s what that NCSU total represents.

Chair Kellner: Would it be fair then to look over this very quickly and say that more tenured, white, professional track female faculty are slightly over-represented in 2017-2018?

Mr. Baroff: I get a small slice of faculty and staff that comes to me. So I always tell everyone to be very cautious about drawing much conclusion about any of it. Take it with a grain of salt. Having said that, for example, when we look at the gender of faculty visitors, it’s been about 48% male faculty to 52% female to male. So maybe that suggests there are some issues that women are facing as faculty members and they feel like they need some help. I’m not surprised at that, based on my conversations.

Senator Lunardi: Maybe you should separate by college?

Mr. Baroff: One of the keys of the Ombuds office is to maintain the confidentiality of the information. I do not keep any records, I do not have their name anywhere; it gets shredded once the case is closed. I can share aggregate data, but would be very cautious and concerned about sharing college or department level data.

Senator Lunardi: I think you have an open channel with the Chancellor and I think that would be important.

Mr. Baroff: That speaks to this dual role. I help individuals, I help groups, and I try to report to the university. I meet with the Chancellor and Provost once each semester. They both have asked me and encouraged me to reach out to them if there are issues of significance and to reach out to various levels of the university if something comes to my attention that I think needs to be on someone else’s radar. I am careful about doing that because I typically don’t act on one piece of data. What my 30 years as a mediator has taught me is that for me to hold the middle and be neutral and impartial, I have to both believe everything everyone tells me and not believe anything anyone tells me. If I get

two or three sources of data or if other people come to me, that gives me a sense of “I probably need to do something with this information and make sure that different levels of leadership that are in positions to do something about the issue, make sure they know about it.” I don’t have the authority to say you need to do something about an issue, but I do occasionally encourage people to take action.

Senator Berry-James: I am interested in the table on the second page where you talk about a survey. How many people filled out this particular survey. The item that says “issue of concern now resolved,” or “close to resolution.” About 48% agree with that and 26% disagree. Can you talk a little about the insight that this information provides please?

Mr. Baroff: When people come to speak with me as Ombuds, I ask them to provide, on a voluntary basis, feedback about that experience so that we can make sure the office is providing the services it is designed to provide, and to get feedback. This post-contact survey represents a 25% return rate of information. One of the questions they’re asked is was the issue or concern that you brought to the Ombuds office now resolved or is it closer to resolution? I am not surprised or concerned that a number of those things don’t get resolved. Again, I do not have the ability or the authority to create resolutions; I facilitate, I try to assist. I am pleased, in many respects, that almost half feel like their issue or concern is closer to resolution. Sometimes people reach back to me, and in particular, I ask people. So the process is that when someone leaves my office they might have two or three options that they’re thinking about exploring. I have always asked people to tell me what option works so the next person who is in here with a similar situation, I can say you know, a faculty member tried this. And I am also very interested in what doesn’t work. Not every situation gets resolved; it’s about helping people feel a little bit more empowered and making sure that people understand what resources are available to them. Everyone that comes to our office is stressed out, which is why I tell everyone about the Faculty/Staff assistance program. Everyone knows then that they have three free counseling sessions in times of stress. Part of what I am is a triage to help people navigate and find the resources.

Chair Kellner: Do you find that faculty seem afraid of retaliation for anything?

Mr. Baroff: It’s mixed. Some people don’t want anyone to know that they came to the Ombuds office and others do not care. It depends on the situation. Every year after post-tenure review I get a number of faculty who come in that are trying to navigate professional development plans and how to respond to these kinds of things. These are significant challenges for many folks. For the most part, especially those who are tenured, are coming in not as concerned about the retaliation, but are concerned with ‘if I raise this, how does that impact what I am trying to accomplish?’ So often, it’s about trying to figure out what are the different approaches.

He added that we know from the post-contact review that the office is having an impact on people. People are making decisions that they were thinking about leaving the university and now they’re not; they were thinking about filing grievances and now they’re not; they were thinking about talking to lawyers and now they’re not. I will say that from my perspective, I do not judge whether that’s good or bad. That’s one of the things that I track to try to have the office do meaningful work for individuals who come to see me as well as try to have an impact on the university as a whole.

7. Faculty Senate Discussion – Strategic Plan

Moderator: Natalie Cooke, Assistant Professor, Dept. Food, Bioprocessing & Nutrition Sciences, Director of Undergraduate Programs for Nutrition Science, College of Agriculture and Life Sciences

Dr. Cooke led the Faculty Senate in a discussion regarding interdisciplinary work. She opened up the floor and asked what thoughts the Senate has on what we are currently doing with interdisciplinary work, whether that be research, extension or teaching. How can we get more involved in those efforts, both for ourselves and for engaging students in that work? What do we need to be thinking about as we move forward with strategic planning and goals when we are looking at interdisciplinary work? Given that, what are your thoughts?

Senator: So Duane is actually the right person in the room to answer this question. You talk about the five year interim report for the SACS process; once that is done, maybe the next thing is to think about what the next QEP is going to be about. This specific subject might be an opportunity to start thinking about that. I think I know where it should go, but has the upper administration/the Provost thought about where the next QEP may be going?

Dr. Larick: We have had conversations but that would be at least a couple of years premature. The Quality Enhancement Plan is a SACS requirement. The plan is a focused effort on student success. The first QEP that we did was leader learning in a technology-rich environment. The QEP that we are completing this time is critical creative thinking. So 2021-2022 is when we will have to develop that within the process of SACS; you can't report on something that you're already doing, it must be something you're planning on doing. You have to have all the details worked out of the plan, but you cannot start it. It is an onerous process. Interdisciplinary would be one topic; I think another topic that we talk a lot about is what defines a student that graduates from NC State? What is it that we expect; what is it that makes an NC State graduate different? I think that's a topic that we spend a lot of time talking about in the strategic planning concept of student success.

Cooke: You have ideas about what you saw?

Senator: I attended an ACMU workshop last summer with some of the current QEP leaders about signature work and what it might represent on our campus. It can mean different things in different majors, but it would include interdisciplinarity and impact. It's all of those things rolled into one. I don't know what it might look like.

Senator: A reminder that I am a program evaluator; I do accreditation and assessment. A reminder is that what gets measured gets done, and so if we are talking about the nature of interdisciplinary on this campus then we ought to figure out ways to measure our impact, and also to make sure that faculty are rewarded for that type of engaged behavior. Because it matters.

Senator: That's just it. Where is the reward? I work in the College of Design. We can't decide for ourselves; we need a dance partner from outside our College. We cannot get through the courtship because we're not big enough to make a dent. That's where we are today; that's where we were when I got here. I hate to sound so grim, but I am not impressed with what I have seen at all. I have heard and heard, now from a second Dean, about these siloed colleges. If we can't even do it within a college, we can't possibly do it across the university. I reach out to my colleagues in the bigger colleges and say if you can think of things that the College of Design could help you with, please approach us because our attempts to approach are rebuffed.

Senator: I was thinking of a chemistry collaborative that happened long ago.

Senator: PCOM and HSS had a joint meeting with our faculties to talk about interdisciplinary work. We are really seeing some great progress with that. HSS has been to many different colleges and have these meetings with various faculty members so I know this is something the Deans are taking

seriously and are trying to figure out how to measure it. They are trying to help bring faculty together on this effort. We are also doing that on our committee at this time.

Senator: I don't know how a faculty member motivates a Dean to do anything.

Senator: The interdisciplinarity seems to be within the campus, but there's also interdisciplinarity between other campuses and other disciplines outside. What is the thinking about it? Is it broad? Is it narrow?

Cooke: It's however you want to define it. That's a great question.

Senator: My point goes to that; I'd like to make a pitch for the strategic plan to consider a unifying theme that would be something along the lines of working across boundaries. Yes, there's interdisciplinarity in regards to research; there's some of us talking about interdisciplinary or integrated science teaching approach; there's working across the campus community boundaries, which is a critical part of our mission as a Land Grant institution. There's working across countries, and there's also working across the boundaries that sometimes exist through cultural boundaries. I think there are ways to re-envision what we're doing around that theme in all of the different topic areas there will be. Part of that, too, is tasking the folks that do strategic planning to think of ways to help facilitate those sorts of interactions, whether it's rewards or getting rid of dis-incentives, to make it easier to teach across departments or to do these sorts of work. We saw, with our previous strategic plan, you lay out these broad things and then you have a framework or if you have an idea that you can bring forth and you pitch it in the context of that strategic plan, then you have a good chance of getting the support you need to make that happen. I think if we can frame the strategic plan around those topics, then maybe there's a way to help facilitate more of those sorts of endeavors to work.

Senator: The problem is that the academic community, in a lot of realms, is structured on a silo. So a faculty member, in order to succeed, has to conform to whatever the standards of that silo are. Venturing out of that silo to work with someone else is a very costly thing to do, certainly for a non-tenured professor. So interdisciplinarity is a hard thing to accomplish because the person that does it, does so at great risk in terms of career progression and so forth.

Senator: And it's the non-tenured who are most motivated to take these types of risks.

Dr. Larick responded that he doesn't disagree with that. He agrees that there is more risk involved, but the Chancellor's Faculty Excellence program ultimately focused on hiring assistant professors. Those professors have been successful in navigating the tenure [inaudible] process. So it can be done. I do not discount that it creates unique challenges.

Senator: You've got to want to do it, I think.

Dr. Larick responded that interdisciplinarity will be a task force topic. There's too much of a need for the future and a focus for it not to be. It will have to include our students, faculty and staff.

Laura Severin recently gave an hour lecture on the perils of interdisciplinarity. It was a very positive talk about the cluster hires, and at one point she talked about serving on the strategic plan task force on interdisciplinarity, and I was there too. We wrangled and argued and debated up and down every possible nuance of the whole thing for three months. We had a considerable document to be put in there, and Laura confessed that not a single syllable of it appeared in the strategic plan. She did say that the progress has been amazing since then. So one might say it's going to happen but don't spend the effort.

Senator: What I heard from her was yes, the details that were written up were not there, but the guidelines from that work gave rise to programs that then met some of the goals of that part of the plan. No?

Dr. Larick encouraged everyone to go back and read our strategic plan, which is written at a very high level around five goals, student success being the first goal. It is the implementation process where you really get the details. IPRn order for our students to be successful and for our faculty to be successful, we have to accomplish being a more interdisciplinary institution. Those task forces were, in many ways, were really defining the implementation process that we were going to use to accomplish those overarching five goals. There is a real opportunity for the task forces to have influence.

Senator: I have been here a long time and no one has ever asked me about the interdisciplinary work that I do. I work with two Triangle-wide organizations that include philosophers, political theorists, historians and languages. That has never been measured; it escapes any recognition or any valuation at the university level. It was extremely difficult to get any university support. The only way I ended up getting any support was by saying that UNC and Duke was coming with serious support and if we don't at least cough up something, it will be a UNC/Duke program. Finally, HSS came up with some money. This is a long-standing problem.

Senator: Has anyone measured how much interdisciplinarity occurs on this campus? We ought to do that. It does happen. It needs to be defined. Once it's defined, then we can measure it.

Senator: Some of our departments, by nature, are interdisciplinary.

Senator: I team teach a course about a subject I know nothing about. I go to the class and I teach a different aspect of the class. We have done this for 10 years.

Senator: As someone who came here four years ago with an attempt to design an interdisciplinary program, I can say that the barriers are an important focus here. There are a lot of challenges. The willingness to do it can make it happen, and I think interdisciplinarity is happening all over the place and in many different ways. But where can we make it easier? There's more we can do to reduce the barriers of funding, such as, how faculty are evaluated in their promotion process, who gets credit for what and other things. We still don't really know what we mean by interdisciplinarity.

Chair Kellner: That's probably the best thing about interdisciplinarity; you can't define it until you see it happen.

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 4:57 pm