

NORTH CAROLINA STATE UNIVERSITY
Minutes of the Faculty Senate
Executive Summary
December 3, 2019

1. Call to Order

Hans Kellner, Chair of the Faculty

Chair Kellner called the seventh 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

3. Approval of the Minutes, Regular Meeting No. 6 of the 66th Session, November 19, 2019

Phil Sannes, Associate Chair of the Faculty

Associate Chair Sannes called for a motion to approve the minutes for the sixth 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

Warwick Arden, Executive Vice Chancellor and Provost

Provost Arden provided an update to the Faculty Senate regarding the ongoing searches for Dean, College of Natural Resources and Vice Chancellor, DASA. He also informed the Senate about the tuition and fees increases that will be implemented.

5. Remarks

Margery Overton, Interim Senior Vice Provost for Institutional Research and Planning, Vice Provost for Academic Strategy

Interim Senior Vice Provost Overton provided an update and information regarding the 2020-2030 University Strategic Plan, including the process and timeline.

6. Remarks

Bret Smith, Interim Dean of University College and Senior Associate Dean, Division of Academic and Student Affairs

Interim Dean Smith provided an overview of University College to the Faculty Senate, including the different functions and operations of their many offices and divisions.

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

8. Adjourn

Meeting was adjourned at 4:25 p.m.

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

Regular Meeting No. 7 of the 66th Session

Faculty Senate Chambers

December 3, 2019

Present: Chair Kellner, Associate Chair Sannes, Immediate Past Chair Bird, Parliamentarian Funkhouser; Senators Ashwell, Aspnes, Bass-Freeman, Bernhard, Berry-James, Boyer, Carrier, Carver, Collins, Cooke, Darhower, Feducia, Flinchum, Havner, Jordan, Kirby, Kotek, Little, Lubischer, Lunardi, McGowan, Monek, Murty, Pinkins, Rever, Vincent, Williams

Excused: Senators Kuznetsov and Nelson

Absent: Senators Barrie, Fitzpatrick, Isik, Jacob, Kuzma, Liu, Parker, Thakur

Guests: Katharine Stewart, Vice Provost for Faculty Affairs, Courtney Thornton, Associate Vice Provost for Academic Personnel and Policy; Margery Overton, Interim Senior Vice Provost for Institutional Research and Planning and Vice Provost for Academic Strategy; Janice Odom, Director, Caldwell Fellows and Provost Fellow for Outreach and Engagement; Bret Smith, Interim Dean of University College

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

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

Announcements:

1. Thursday, December 5th - Wind Ensemble Holiday Concert in Stewart Theater at 7:00 p.m.
2. Friday, December 6th - Choral Holiday Concert in Stewart Theater at 7:00 p.m.
3. Saturday, December 7th - Accapologie (an acapella co-ed group that has been around since 1994) will perform in Stewart Theater at 7:00 p.m.
4. There is a Photography Show at the Gregg Museum through December 29th called "Southland: Photographs on and about the New South."

5. A Faculty Assembly meeting occurred on Friday, November 29th that Dr. Kellner was able to attend. He presented a brief summary regarding the presentations that were presented at the meeting.
6. At the next Faculty Senate meeting on Tuesday, January 7, 2020, a group photograph will be taken of the Faculty Senate. The location will be in the Library, which will be specifically announced at that time.

3. Approval of the Minutes, Regular Meeting No. 6 of the 66th Session, November 19, 2019
Phil Sannes, Associate Chair of the Faculty

Associate Chair of the Faculty, Phil Sannes, called for a motion to approve the minutes for the sixth 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
Warwick Arden, Executive Vice Chancellor and Provost

The Provost spoke briefly about free speech and speakers on campus and the need to help our students understand the fundamentals of free speech as being the ability to have folks on campus who have differing views and not limit this freedom as long as there is no violence or threats of violence. He asked the Senate, in light of anticipating a difficult year in 2020, to help students understand the importance of civil dialogue and the importance of having an open, yet positive and supportive intellectual environment.

Regarding searches that are underway: **Dean, College of Natural Resources.** Paul Lunn, Dean of the College of Veterinary Medicine is chairing the search committee. First meeting in October; candidates on campus late February or early March, 2020. **Dean, Vice Chancellor and Dean, Division of Academic and Student Affairs.** Committee charged earlier this week; candidates on campus mid-spring 2020; Louis Hunt is chairing this search.

Provost Arden announced that Katharine Stewart will present her comprehensive five-year review of the Office of Faculty Affairs on Wednesday, December 4th at 1:30 p.m. in the Mountains Ballroom in Talley Student Union.

As an update on Tuition increase: Board of Trustees approved for tuition a 2.5% increase. "We were given a 3% cap this year, which only applies to in-state undergraduates who are incoming freshmen. Notable that we are the only university in the system who did not request the full 3% increase. The other categories: 3% for undergraduate non-residents, a 2.5% increase for graduate residents, and a 4% increase for graduate non-residents. These resources will result in somewhere around \$7 million. Those funds will be used in this way: One third of the funds will be allocated to needs-based financial aid (calculate the amount required to cover the increase in tuition); 23% will be provided to hold the graduate student support plan harmless; about 14% will be used for faculty promotional increases; the remaining 29% used to improve quality and accessibility for educational experiences across campus."

Regarding the update on Fee increase that has been approved, Provost Arden added, "We were given a 3% cap. We are applying this to all students, who will all pay the same fee. We came in at .98%

increase, one of the lowest increases proposed by any campus.”

Provost Arden reminded the Senators that Commencement is December 19th. “The speaker will be Dr. Roper, the Interim President of the University system and an Honorary degree recipient will also be named.” He added that the recipient is an internationally-known architect, who graduated from NC State’s School of Architecture in 1972, where he received his bachelor’s degree.

Questions

Senator Feducia: Earlier in November, I think a lot of the people who are on the State Advisors list serve received an email from the Counseling Center. I don’t know if you happened to see this, but I wanted to read a little of it because it pertains to what you were talking about initially. It says, “there has been a significant increase, 53%, in reports since this time last year. Those reports are showing increased risk of crisis concerns. The counseling center has seen an unprecedented spike in students seeking services this fall. The center has already seen over 3600 unique students through November 18th.” So they haven’t even gotten to finals for the fall semester yet. So I think we are all aware that the Counseling Center is strapped for being able to provide services. What are the conversations that are ongoing to make sure that students are able to get help?

Provost Arden responded that this is something that he talks about regularly with many people, including the Director of the Counseling Center and the Interim Vice Chancellor of DASA. “When you look at the data, which is either visits, unique admissions, or hospitalizations, it is absolutely worrisome. We are no different from 20 other major universities in the country. This is a national trend, not only an NC State issue. Most major universities are wrestling on how to deal with this. In the last eight years, we have put significant resources into counseling. As an indication, we have gone from 19 full time counselors and no full-time, on staff psychiatrists, to 34 counselors and three full time psychiatrists, and they’re still barely keeping up. So this is an issue of significant concern to me. We are willing to put more resources in, but I think there’s a broad awareness that the solution is not just simply continue to employ more and more counselors. We have to figure out a more holistic solution. That’s why I think you’ve heard Dr. Zapata and others talk about our wellness initiative. That’s part of what this is aimed at, is a holistic look at physical, social, emotional, mental health; all the things we talk about regarding students and healthy living.”

The Provost added, “This is a significant issue, and one that worries me on a regular basis. I am committed to investing more as necessary, but I feel that if all we do is simply hire more counselors and hire more psychiatrists, we are not really addressing some of the root causes. It’s a tough one and a lot of folks are struggling with exactly the same thing. There’s always a peak; the biggest peak is always the fall, so November/December is a peak, just before Christmas, which is what we are seeing. It’s a little bit better in the spring, but we will see another peak as we get closer to exams in the spring as well. So trying to figure out what some of the drivers here are, I think, is going to be critically important. I would also venture a guess that this is going to be a tough year, because we are socially very divided in many ways. I think those conversations, which maybe our generation had, and our parents seem to have; the current student body finds as a very emotionally challenging conversation.”

Provost Arden reminded the Senators in their day-to-day activities, to be open to students. “If you think students need care, contact the appropriate channels. By all means, ask them if they’re okay. If you find they’re missing class, they’re isolated, sitting in a different area or just not paying attention, or they’ve always been on time but now they’re later every day, by all means reach out and ask them if they’re okay and is there anything that you can do. You’re not a professional psychiatrist, but you can reach out and offer to guide them into the right direction. I think it’s an important thing that we

can do.” He also encouraged them to have open conversations. “It’s a tough one, but the reality is that many of the emotional stresses that our students face, they’re going to face when they graduate and go out into the world. So some people question how much should we be protecting them, knowing that they’re going to have to deal with these issues. I would say this is a particularly vulnerable time in their lives; they haven’t fully developed all of their coping mechanisms and coping skills. I do not feel like we are treating our students like snowflakes because we are providing the support services that they need. It’s absolutely a challenge and is something I worry about.”

Senator Feducia: Are there specific conversations you’re having, leading up to what’s going to happen in 2020?

Provost Arden responded yes, there are. “I was talking with some folks yesterday and we are putting together a couple of different conversations or plans. One is going to be sort of a peer-to-peer program, which we’ve adopted from the University of Illinois, that encourages open conversations and open dialogue techniques between students. We are also looking at having more diversity education, not just racial diversity, but diversity of thought and background and so forth. The other thing that we are going to begin tackling, and it worries me because it’s just a very difficult conversation to have, is a conversation with our students about open dialogue with each other; how to listen, how to have a conversation, how to have differences without those differences becoming extreme. So we are developing a model through outreach and engagement, looking at having a model across the state where we begin these difficult conversations. We are looking at mirroring that on campus, trying to teach students how to have difficult conversations. It’s not all about demonizing the other person and removing them from your presence; that shouldn’t be what that is about. If you have thoughts on any of these issues or if you read about things that other universities are doing, please bring it to my attention or OIED. We don’t pretend to have all the solutions.”

Senator Berry-James: You were saying that students are experiencing challenges their whole life, and I was thinking that faculty are also experiencing the ebb and flow of life, and how difficult that is, especially around this time period. So I hope that some of the plans include help to support faculty, because they are part of the Wolfpack family. Additionally, I had a student call me on a Sunday afternoon and he answered the phone when I called him back. So I called the on-campus services and really didn’t get through. On-campus services said that I should call campus police.

Provost Arden: Which service did you call? The Counseling Center?

Senator Berry-James: I called the service that the student had been engaged with previously on campus about some of his issues. I wonder is there a 24-hour, seven day a week service opportunity for faculty who do that and have a student have a student calling and crying and having a crisis and you try to get the student help

Provost Arden responded that he would like to track this down with the specifics regarding this issue.

Senator Berry-James: Yes. If we can get more information to the faculty so we know what to do.

Senator Williams: The Board gave us this one-time opportunity to create this campus security fee and it was turned down?

Provost Arden responded that the Chancellor over-rode that and recommended it to the Board, and the Board approved it. “So that is a \$10.40 campus security fee. We offset that by a \$3 decrease in one of the campus centers fees. So it’s a net \$6.40 increase, and even including that increase, the fee increase is less than 1%. We felt strongly about doing that because it included several important

student support positions. There's a whole history there to understand why the students felt that way about the fee, but at the end of the day we felt it was an important thing."

Senator Williams: I'm glad it passed.

5. **Remarks**

Margery Overton, Interim Senior Vice Provost for Institutional Research and Planning, Vice Provost for Academic Strategy

SVP Overton spoke to the Faculty Senate regarding the upcoming process for the new Strategic Plan. She added that she is serving as co-Chair of the process, along with the Provost. She pointed out that Kelly Wick is attending today and is assisting us in many details with the Strategic Plan. She opened the floor for questions and discussion relevant to the subject.

Discussion / Points Addressed

Senator Lubischer: We understand that there has been work on creating a certain number of categories and then there will be task forces created to flesh those out.

SVP Overton responded that yes, they started the process formally with a meeting in September where the intent was to get the ideas that would generate buckets around the task forces that we are going to set up. "We are modeling a lot of what we are doing in this round of the strategic plan off of the successes of the first strategic planning process that was led by the Provost. We did exactly that to launch things. Where we are currently is we have our set ideas (buckets). The Provost has pushed it up to the Chancellor, who has spoken to the Executive Cabinet who made requests for refinements. Those have been done and we are currently close to naming the task forces. We had about 160 people involved the first time, and we plan to be just as inclusive this time with all groups represented. Anticipate having nine task forces and those will have co-chairs, which are un-named at this time. There may be 15-20 members on each task force."

She added that we will continue to focus on student success and are thinking about how we push out work. "We are going to be directing the task forces in the questions they should be focusing on; we will push out themes and questions when the task forces are named. We hope to get them named and the task forces charged in January. We are planning to develop a website for each of the task forces. These websites will be populated with the charge, the membership and a portal where anyone can put in questions or comments or ideas. Meetings are open so schedules will also be posted on the websites, as well as the White papers from the task forces. There will be a committee made up of the co-chairs so that we will be meeting time to review the ideas to eliminate overlap and redirecting conversations as needed."

SVP Overton added that one thing that is different this time is that there will be more time and less pressure for the task forces to complete their work. "Current plan ends May, 2020, and SACS likes to see continuous planning, but a few months is not a huge deal. So a rollout in the fall of 2020 is likely. Conversations like this in Faculty Senate are an important piece as well, to keep this group in the loop

and that building on the continuum and the successes of the current Strategic Plan is a big advantage, as well as having the same University Administration.”

Chair Kellner: So we’ve gotten to the point at which the committees produce their White Papers, in terms of process. At that point do you go behind the curtain? That was the expression that was used 10 years ago.

SVP Overton: We used that term? That’s where it became a little more opaque.

Chair Kellner: Yes. I was on a very active committee that simply was zeroed out when it came time for the final document. So I am wondering what you have to say to that? What is the process beyond the process?

SVP Overton asked which committee were you on?

Chair Kellner: Comprehensiveness and Interdisciplinarity.

SVP Overton responded that she does not remember going behind the curtain, but that could be where she sat in the process. “So I acknowledge that it may have looked like that. One thing that I will say that is different this time is that committees started last night in September or October, optimistically asking them to give us their reports before the end of the semester. They begged for more time; they gave them to us in January. The Chancellor was committed to taking this to the Board of Trustees meeting in April. So there was a lot of time pressure, and if things got a little truncated, maybe they did. This time, we are planning to take the Strategic Plan to the Board of Trustees in September. We’ve also been told that if we don’t make it until November, it’s going to be okay.”

Provost Arden added that our current plan technically ends in May, 2020. “What SACS likes to see if continuous, ongoing planning. A few months is not a huge deal, for the most part. It will be a 2020-2030 plan. The Chancellor has made it clear to me that there’s no pressure to have it done by April or maybe even September; it’s more important that it’s done well.”

SVP Overton expressed concern about the gap next summer and that it is important to schedule so that it’s not all done behind the curtain and then unrolled. She added that things like inviting them today to talk about it with the Senate will keep this group in the loop with conversations.

Chair Kellner: How does this projected Strategic Plan relate to the current Strategic Plan? What will the transition look like? Is it going to be an overlap, continuing the process created or has the current Strategic Plan pretty much vanished? What is the relationship between the new one and the current one?

SVP Overton responded that we have had a lot of successes with our new Strategic Plan and she doesn’t think we will be doing ourselves a service to say that everything ends and we are going to start again. “We are very fortunate in having the same Provost and Chancellor, so it’s really a continuum of planning and building on the successes that we have. We will have overlapping goals, but we will probably have new emphasis on what we need to do to achieve them, and it may well emerge that there is something else that we need to really focus on and bring to a higher level that didn’t get as

much attention. I think it is a continuous process, and I don't think you chop things off and start over again if you don't need to."

Provost Arden added that at the end of the day, the current plan is built around core elements of the university; students, faculty, our investment in partnerships, etc. "So you can expect those not to change dramatically, but perhaps maybe in flavor. You will see a lot more around some qualitative elements that characterize the NC State undergraduate education. What are the transcendent skills we are trying to get into our students that will help them not just get their first job, but have successful careers. It builds on the previous plan."

Past Chair Bird: So we had five goals last time. Is there any thinking about how many goals there will be this time?

SVP Overton responded that it is a struggle. "It might be three, it might be five. You bring a good point that could be discussed, which is how do you go from nine task forces to five goals. In the last process, many of the White Papers talked about similar things."

Senator Williams: Will the task forces be given some guidance? You've been involved in this for ten years so you must have some idea?

Provost Arden and SVP Overton responded that yes, guidance will be given and the Provost will meet with each task force. "On the backend, we will pre-format the way we want the report to come back to us. We will have the initial charge meetings with the task forces, but I continue this work and will be available to talk to them if there is background history that will help the process."

6. **Remarks**

Bret Smith, Interim Dean of University College and Senior Associate Dean, Division of Academic and Student Affairs

Interim Dean Bret Smith provided an overview of University College. He stated, "There are three branches of University College – academics, including exploratory studies, which is the second-highest incoming enrollment behind engineering for students who are still exploring what they want to do. There are two departments – Health and Exercise Studies and Music. There are 12 minors and 2 certificate programs. They have operational responsibilities across the university to support things that everyone is involved in. The office of Courses, Curricula, and Academic Standards does not set policy; it supports the university-level committees who make recommendations to the Provost. It is faculty-led. University advising overlaps with some of the exploratory studies advisors. We help students who are re-deciding what their major might be and we also help advise transfer students who had specific curricula questions. There is also drop-in advising for students who have questions and their advisors are on semester or summer break. This group also provides advisor training for faculty advisors and for full-time advisors who support our students. Another aspect of operations is advising technology and supporting the GPS platform and helping colleges and departments and programs harness that potential."

Interim Dean Smith added that UC does a lot of detail work and there was a discussion started last January with the Associate Deans that was prompted by some of the curriculum processes, in particular, the course inventory management system. "One of the areas that has been conflated is the C-syllabus. Instead of transferring information into the system, technically it ties the syllabus to the university level of the approval of the curriculum. That should not be, because the syllabus is a faculty document. UCCC also has the responsibility to review sample syllabi for a course, which has led to a number of things that are a little mixed up with wording or the use of a phrase. The course should stand independently, and that should be the focus of that discussion. One of the things the Associate Deans recommended was maybe the approval of the syllabus in terms of does this meet the regulation, maybe that should stop at the college level and the college would sign off. That was the original impetus behind making some updates to the syllabus. Along the way, a few things were discovered that didn't need to be there that were there. We have recommended dropping things that are better-handled elsewhere. There are suggested revisions, based on input from the Associate Deans, who worked with their college committees last spring. The information was shared at UCCC and at QUE because it is very important for those discussions to take place."

Questions/Discussion

Senator Lubischer: There is still some confusion regarding the role of UCCC and QUE. The determination that this is an appropriate course at the appropriate level with the appropriate content, seems to me to be much more appropriately done in the disciplinary home.

Interim Dean Smith agreed that the departments and colleges are where the real issues are dealt with. The problem is when you conflate the syllabus with that, which is what is happening. He added that it is not the office of Courses and Curricula that checks the syllabus, it is the committee. So you do run into exactly the issue you are concerned about.

He added that an issue is that people forget is because the syllabus is attached, the system has the latest version of the syllabus, and it does not. "There is no archiving ability in the system. The actual regulation talks about if you're running multiple sections of a course, you have to look at a representative syllabus. There are syllabi attached to courses that are 10-12 years old that are not relevant at all, and the colleges and departments are in a better position to know that and to manage that than the university-level committee."

Chair Kellner: Can you remind us about what SACS has to say about syllabi and the approval of these things? Does SACS require a university-level approval of syllabi?

Interim Dean Smith responded that he doesn't know that they do. "I can't answer that specifically."

Chair Kellner: In other words, this is essentially a local, NC State, institutional issue?

Interim Dean Smith responded that policies, rules and regulations are kind of a combination. You have to deep dive into the history. In some cases it is SACS, in some cases, it is the system office that triggers that, and in some cases it's something that we, locally, have said this is part of NC State. He added, "The job of the university-level committees is to make recommendations to the Provost. That is how the committees are structured, that's how they're charged."

Past Chair Bird: As part of the Counseling process, do we have relationships with students who enter into the community colleges that we have partnerships with? Do they receive academic counseling when they enroll so that they know what they need to do?

Interim Dean Smith responded that this is still a work-in-progress and is being done through the admissions office and through Louis Hunt's office. "What I have done from the University College side is because a lot of times there are complicated questions and we can frequently act like the go-between. Sometimes where students think they are going, and the choices that they make in community college do not end up materializing. They could then inadvertently cost themselves a semester or two or three by making decisions based on an 8-semester display. With some academic advising, their decisions can be better informed. We do that as they refer to us, but we do have room to improve in that area."

Chair Kellner: You mentioned that you were going to merge your graduate and undergraduate advising situation?

Interim Dean Smith stated "No. That is for Fellowships."

Senator Murty: (inaudible)

Interim Dean Smith responded that it depends on the awards, because of the awards are put forward by the university. The other part of joining those offices for the external fellowships is to have conversations with each of the departments or programs, and be more proactive about building those bridges and relationships.

Senator Feducia: There were rumors that once the GEP reviews are done, QUE would be absorbed by UCCC. Is that going to happen?

Interim Dean Smith responded that he does not know. "That will depend, in part, on directives from the Provost. I certainly am open to conversations or initiating conversations with the Provost. Last fall, we had almost 400 courses that had not been reviewed to go from GER to GEP. By April, we will be done. So as a result of working with the associate deans to make sure we had a process that made sense and was manageable for them, they committed to doing it in two years. It will be done, ahead of schedule, this year. That is commendable on everyone's part."

Senator Williams: My committee got an issue of concern involving the advising platform. There is some confusion on the part of the faculty.

Interim Dean Smith responded that part of this has to do with how students have changed, what best practices are, etc. "We are fortunate to have Carrie McLean as the Assistant Dean of Academic Advising. She speaks nationally about student support, and she is amazing. One of the issues has to do with the fact that advising notes can be in about three different locations." He added that the old way was that if you used notes, to put them in the University system. They are frequently only accessible to the person who put the notes in. We need access to this continuity of care in order to support students; that is what GPS brings. This is currently the best solution that is available for our needs.

Senator Williams: I think the issue for the faculty is iPhone scheduling.

Interim Dean Smith responded that this is a faculty decision, but the students will increasingly use it because it is easier for them. Their phones are frequently preferred over their laptops.

Interim Dean Smith encouraged the Senators to reach out to him and his team at any time.

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

8. Adjourn

The meeting was adjourned at 4:25 pm