

NORTH CAROLINA STATE UNIVERSITY
Minutes of the Faculty Senate
Executive Summary
April 14, 2020

1. Call to Order

Hans Kellner, Chair of the Faculty

Chair Kellner called the fourteenth and final meeting of the sixty-sixth session of the NC State Faculty Senate to order at 3:00 p.m.

2. Announcements

Hans Kellner, Chair of the Faculty

3. Approval of the Minutes, Regular Meeting No. 13 of the 66th Session, March 31, 2020

Phil Sannes, Associate Chair of the Faculty

Associate Chair Sannes called for a motion to approve the minutes for the twelfth 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. Comments

Hans Kellner, Chair of the Faculty

5. Provost's Remarks and Q/A

Warwick Arden, Executive Vice Chancellor and Provost

Provost Arden provided an update regarding the campus response to the Covid-19 pandemic and spoke to the Senate regarding the steps taken to move all summer classes online, the cancellation of all summer camps, and contingency plans for the Fall semester.

6. Envisioning the Next Generation Land Grant University Strategic Planning Task Force

*Audrey Jaegar, Co-Chair and Executive Director, Belk Center for Community College Leadership;
Research and Distinguished Graduate Professor*

Dr. Jaegar spoke to the Senate regarding the work of this Strategic Planning task force. She and her team provided information and feedback they have received from groups across campus, including the Faculty Senate, regarding the next generation Land Grant universities and specifically, NC State.

7. Old and New Business

- a. Election results/Introduction of newly-elected Senators
- b. Election of Council on Athletics

8. Issues of concern

- a. Personnel Committee Issue of Concern: Jennifer Kuzma, Co-Chair

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 5:10 p.m.

NORTH CAROLINA STATE UNIVERSITY
Minutes of the Faculty Senate
April 14, 2020
3:00 p.m.

Regular Meeting No. 14 of the 66th Session

Via Zoom

April 14, 2020

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

Guests: Roy Baroff, Faculty and Staff Ombuds; Katharine Stewart, Vice Provost, Faculty Affairs; Courtney Thornton, Associate Vice Provost, Academic Personnel & Policy; Louis Hunt, Senior Vice Provost, Enrollment Management & Services; Duane Larick, Senior Vice Provost, Academic Strategy & Resource Management; Sheri Schwab, Vice Provost, Institutional Diversity & Equity; Marielle Pohan, Communications, Office of the Provost; Kwesi Brookins, Director, Community University Partnership Engagement; Coleman Simpson, Student Senate Representative; Mary Watzin, Professor, College of Natural Resources; Alison Newhart, University General Counsel; Audrey Jaegar, Co-Chair and Executive Director, Belk Center for Community College Leadership; Marc Hoit, Vice Chancellor, NCSU OIT

1. Call to Order

Hans Kellner, Chair of the Faculty

Chair Kellner called the fourteenth and final meeting of the sixty-sixth session of the NC State Faculty Senate to order at 3:00 p.m.

2. Announcements

Hans Kellner, Chair of the Faculty

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

Chair Kellner asked all guests to introduce themselves.

3. Approval of the Minutes, Regular Meeting No. 13 of the 66th Session, March 31, 2020

Phil Sannes, Associate Chair of the Faculty

Associate Chair of the Faculty, Phil Sannes, called for a motion to approve the minutes for the thirteenth 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. Comments

Hans Kellner, Chair of the Faculty

“Today is the day we welcome new Senators and say goodbye to those leaving the Senate after serving their terms and are cycling off either of their own choice or by movement of the calendar. One in particular, I have to talk about. This is the last meeting in which Carolyn Bird will be part of the Senate, unless lightning strikes again in the future.”

“This is a real and personal loss to me. Carolyn Bird has been a superb Chair of the Faculty, with so many outstanding qualities. She’s been a friend to me, a help to me; she’s saved my bacon a number of times when I was just walking into dumb mistakes. She has been solid in all of her actions, prepared, warm, tactful, generous with her time, and just outstanding in so many ways. We talk about the legacy of various faculty Chairs, and I was fortunate enough to get the Ombuds, which wasn’t all my doing, but I get the credit for it. I thank Leda Lunardi and Dave Aspnes for the work you did eight years ago. But Carolyn Bird, who doesn’t seem to realize it herself, although I have pointed it out to her, has a remarkable accomplishment during her term. I’m referring to the reform, revision of so many aspects of the professional faculty, the NTT world, including the creation of salary floors for many of them, which is probably the most meaningful salary progression that we’ve seen in years. Carolyn worked collaboratively with her sub-committees, led by Phil Sannes, who was an important figure there, but also who worked with the Provost and Dean Braden and a number of other individuals. It was done patiently and it took a long time before the whole thing finally came online, I’d say about two years. But it is an important accomplishment and I think that we all have to thank her for that. I don’t know – if we were sitting in our room, we would all get up, and we would cheer for Carolyn. She’s been great. Thank you Carolyn.

Immediate Past Chair Bird responded, “Thank you Hans. It’s been a joy being part of the Faculty Senate and working with everyone. I truly did enjoy it to the utmost. Thank you.”

Chair Kellner continued, “This NTT reform that I mentioned, focuses on a part of the faculty. They are my constituents. They are not, necessarily, and haven’t been, the best compensated, but that has been addressed to some small degree. We have a new Senator today, Senator Yoon, who came to the Senate several months ago and presented the work of his committee, the committee that was looking after student needs; student food and housing needs. As you know, this is an important subject of discussion now. Feed The Pack is the fund that will address this. I want to point out that last week, and the week before, Ombuds Roy Baroff convened meetings of staff senators, faculty senators, some administrators and others, to talk about faculty and staff food and housing needs. This is a subject that rarely gets much discussion. I think it’s something we have to at least think about, so I want to take my hat off to Roy, who continues to be a leader in pulling together initiatives of this sort.”

Chair Kellner then stated, “I want to review a bit about how things work in the Senate since September, 1954. We have an executive committee, and the selection of that committee is an important one. The executive committee is nominated by the outgoing Senate, and then from that list of nominees, it is elected by the incoming Senate – three-quarters of it. The rest is named by the Chair – the other two seats. The executive committee has eight members, plus the Chair, but the

Chair-Elect or Immediate Past Chair, plus the Provost or a representative from his office. The executive committee serves as the Cabinet, advising the Chair. The Chair consults with the executive committee, as is written in the bylaws in a number of places, on a number of issues. The members of the executive committee are by twos, Co-Chairs of standing committees. The standing committees; Academic Policy, Resources & Environment, Governance, Communication and Recruitment, and Personnel Policy, these committees deal with issues as they come through, and they report them to the executive committee. Then the discussion with the Chair goes on and they are disposed of, depending on what's appropriate."

Concluding his remarks, Dr. Kellner added, "In the end, the Chair is the one whom everything filters through. That's the way it goes because basically the Chair is the only person in the room who's been elected by the General Faculty, not the Faculty Senate. That said, let us move to Provost Arden and hear his remarks today."

5. Provost's Remarks and Q/A

Warwick Arden, Executive Vice Chancellor and Provost

Provost Arden greeted the Senate and stated, "As we go through this Covid event, the first thing I want to do is thank the Faculty for the way they're really stepped up and provided online instruction and have really reached out to our students and looked after our students. The students, although they are funneled back all over the state and beyond, are diligently undertaking their studies. This is a very stressful time for them and so I do appreciate not just the fact that the Faculty stepped up with regard to instruction, but the way they Faculty have reached out to students and helped care for them. Just as couple of quick facts."

1. In the first part of the spring, we were providing about 4.5 thousand face-to-face sections, not quite 1,000 distance education sections, including distance programming. Within about a two-week period, we were able to convert somewhere between 98% and 99% of all of those sections online, which is really a remarkable achievement. I believe eight of the ten colleges were able to convert 100% of their sections to online offerings, and so when push came to shove and faculty really had to step up with a lot of help from Dr. Stewart's office and from DELTA and others, we were able to get this done and continue our academic continuity for the institution. That is very impressive.
2. To date, there have only been a relatively small number of students who have elected for S/U grading, and a relatively small number of late drops. That tells me that most students are pretty comfortable with the way things are progressing.
3. With regard to the number of students who are left on campus, it continues to dwindle slowly. Originally, we were up in the mid-700's. We are now under 700 students, and it changes day-by-day. We continue to feed and look after those students. As you are aware, our libraries, as well as campus Rec and Talley are physically closed, but we do provide library support services to students who need those. So a significantly diminished population of students on campus, but we do continue to care for those who are here, including student health and counseling, which has gone completely online. We have a robust counseling program for our students, both who are physically on campus and those who are no longer on campus.

4. With regard to summer activities, we have made a lot of decisions way in advance about summer. Part of that is because I, and others, believe that we need to give folks clear direction about how we see this summer shaping up, and allow them to make appropriate plans, both family, parents, and students. Our first action was to cancel all summer study abroad. We have then moved all on-campus summer classes to online. I communicated with Louis Hunt today. Our enrollment for summer is already at 88% of what it was last summer, last summer being split fairly evenly between online and on campus. We have quite a bit of time to go for enrollments, and we are thinking of dropping the late enrollment fee as an enhancement to students going online. We are a little ahead of our summer enrollments from where we were last year, so I think that is very encouraging. We have also canceled all summer camps, both academic camps, 4H camps, and athletic camps. We made a uniform decision to do that well in advance. Some campuses decided to cancel the first half of summer and kind of wait. I have a significant discomfort level at this stage, and I know my colleagues in 4H and others do as well. The concept of having hundreds of K-12 students congregating on our campus in the second half of summer or wherever they are, is concerning to me. I think it's fair to make sure that parents and students have options available to them and can make appropriate decisions, as opposed to enrolling in a camp the second half of summer, only to find out at the last minute that it's been cancelled. We are trying to move as many of the academic camps online as we can. This is more difficult for 4H and athletic camps, but we are in the process of trying to move those online.
5. With respect to other summer activities, our in-person campus visitations have been halted or suspended for the summer, and our orientation now, on campus and face-to-face that we do for the incoming freshmen, have also been moved completely online. So summer is going to be largely an online experience for the whole of summer. I think that is appropriate. We are trying to staff for a normal fall. I think we all would love a normal fall, although you will see as you read the literature that there is a lot of debate about what campuses view as normal and what they think they can actually do in the fall. As far as we are concerned, we will try to be as normal as we can. There will probably be some things we are not going to do, but no decisions have been made as of yet. I'm not too enthusiastic about having 20,000 people out on Hillsborough Street for Packapalooza at the beginning of August. I don't know how enthusiastic I am even about having 4 or 5,000 students in Reynolds Coliseum for Convocation. So some of those large gatherings, we are going to be looking at very, very carefully. Otherwise, we are looking at trying to have a normal fall.
6. We do have to have a contingency plan in place that we will be developing. What happens if we have a case or two on campus, how are we going to deal with that, whether students, faculty or staff? So we will be working through all of that in the next couple of months to have contingency plans in place.

Provost Arden continued, "So the bottom line is, this has been a moving target for a month or six weeks. But we are in a relatively steady state at the moment. There has been a log of work, a lot of meetings, a lot of Zoom meetings. I really want to thank everybody for pulling together. It's been quite remarkable what we've been able to achieve. I think if we do the right things through the summer, there's a good chance of having a pretty normal fall. I am looking forward to that and I'm sure you will be as well."

In conclusion, Provost Arden stated, "One of the questions that we are getting is that I have been asked do I think things will change long term. I think things can't help but change. We have absolutely no intention of becoming or wanting to become an online university. We all believe in the power and the importance of a physical presence on campus. So I do think it's not unlikely that a great proportion of our classes may be held online, and I also think that the way we conduct a lot of our business will change as well. Meaning, that although at the end of this, I'll be as sick of Zoom as you are. But I think we have learned that business can be conducted in different ways and that I foresee a decrease in the number of face-to-face meetings. Not zero, like it is now, but by some degree. So only time will tell but there will, no doubt, be some changes as a result of this."

Questions and Discussion

Senator Lubischer: I do hope we are able to reduce or delay or get rid of the late enrollment fees.

Provost Arden agreed. "Yes, it is a very preliminary discussion with Louis Hunt, who brought it up today. I said I thought it was a good idea and that's about as far as we've gone. I think anything we can do to enhance summer enrollments and online enrollments and help keep students on track would be beneficial." He added that the fee generates about \$50k per year, but it's not a huge amount of money that we couldn't forego.

Senator Lubischer: The other related question was about students, when they're signing up for these online courses, they won't be paying fees? Will they be paying what they would have been paying if there were a DELTA course?

Provost Arden responded that this will be exactly the same. "There's usually summer offerings, credit hour offerings, over the last year or two have been split about 50% face-to-face, and 50% online. This year it will be 100% online, so it will be the same as those always offered online. So you're correct. There will be tuition, which is charged on the stair step methodology, but no fees. A little different for this semester, because we switched in mid-semester and we left the billing as it was. It would have been a nightmare to try and undo or untangle the billing. But if we are only offering online, such as in the summer, or any other future online offerings, then students do not pay fees."

Senator Berry-James: Thank you very much for getting faculty, staff and students back on campus. Moving forward, I hope that you will consider additional resources for faculty who want to learn more about online instruction, and for TA's who might be able to help us. Any thoughts?

Provost Arden responded yes, that is a great question. "When I say we went fully online, it's not classic online, it's Zoom meetings with folks or Media site type presentations, which may be synchronous or asynchronous. So yes, I think there is a lot more that we can invest in so that folks do have the capacity to develop fully online content."

Senator Duggins: Do we expect proctoring services, such as DELTA or third party options, to be available for summer courses?

Provost Arden respond yes, as far as he knows. "I would expect the online proctoring, but we will not have face-to-face proctoring in DELTA. That leads to too many problems with aggregation of folks in limited locations. Like this semester, we are focused on online proctoring, and my understanding is that this will continue for the summer."

Dr. Stewart added that she thinks that the plan is to stick with Respondus. “The other third party monitoring services are completely overwhelmed, and we have gotten this relationship with Respondus up and running. My understanding is that Respondus is it.”

Dr. Larick stated that he thinks we are at the mercy of the third party vendors and that Respondus is the vendor that we are still able to work with. “The others have closed because of the same social isolation requirements. So it’s really a matter of when those companies come back online as far as providing any other solution other than Respondus.”

Senator Kuznetsov: Do we have any new information about Covid-19 cases on campus?

Provost Arden responded that to his knowledge, there are some students who have tested positive, but these are students who came back from overseas and were not on campus. “To my knowledge, and I have not been told otherwise, there have not been positive cases physically on campus of students, faculty or staff.”

Senator Berry-James: In 1999, I took a 36-hour course as a new faculty member. At the end of the training program, I received a state-of-the-art laptop. It was a career-changing experience for a new faculty member and I would love to talk more about my experience at Georgia College and State University.

Provost Arden responded that he isn’t sure he can promise a new laptop, but he can provide a nice certificate.

Chair Kellner added that this morning in class, one of his students told him that in one of his classes they were all planning to do the fall semester online and did I know anything about that. He told the student no, that I had not heard anything from you but my sense was, and it was pretty much like what you said, that if you wait and see and we weren’t quite sure yet. Now you’re saying – and I just want to make sure I get this right because on Thursday morning I’m going to go back into class and tell them what is okay for me to tell them. Tell them that you’re planning and hoping to have a normal semester in the fall. If, however, circumstances change, that might not happen or there might be pockets of moving online without chasing the students out. But everything is situation-dependent. Does that sound like a reasonable way to talk about it?

Provost Arden responded that it does. “I would emphasize that individuals’ view about going online in the fall was purely that individual’s view. There is no university position about doing that. We are hoping and planning for a normal face-to-face fall, but the development of contingency plans and that discussion is really just starting, both at the university level and at the system level. The Chancellor was just on a call within the last hour with the System. It behooves us to have scenarios A, B, C and D to be thinking about our options. At this stage, we have every intent, if possible, for a normal face-to-face on-campus experience in the fall. I only know of one university that has come out and essentially said we may not open again until January, and that is Boston University I believe. That is the only one, to my knowledge.”

Dr. Kellner added that Senator Pinkins sent an article around about the Boston University notion, but I’d like to ask you does it sound like it would be a possibility for one institution to be open normal, for another institution to be all locked down and what have you? Or do you think that the System would want to make sure that things were coordinated?

Provost Arden responded that he had that discussion with the Chancellor within the last hour or two. "I think what is likely to happen, and what we are going to push for, is that there are going to be certain things the system would want to be uniform. The obvious big one would be, is it going to be face-to-face or online or some blend. I don't think it would sell well to the public, some universities being back open and face-to-face and then others being online. So I think the System would insist upon some uniformity there. They would probably insist on some uniformity about any delays in beginning the fall semester, which I think are not likely, and then we're hoping as we get a little further down in the weeds that we will be given a fair bit of authority and not micromanaged. One of the things I think really is important right now is not to get out there too much pontificating on being closed or online in the fall, or things being radically different. Because (A. We simply don't know our situation and (B. Because students haven't locked in their enrollment yet. That date isn't until May 1. So let's not be sending unnecessary scare messages to students who are deciding where they're going to go, based on unknown information. Everybody can pontificate on a lot of different things; the big ones are the character of our instruction in the fall and the other big one is obviously budget in the fall. We are trying to develop a lot of different scenarios and think about our options, and what's likely and what's possible. But so much of this is simply not decided yet and I think it's a little irresponsible at the moment to be out there pontificating. We just don't know."

Dr. Katharine Stewart commented that any faculty who are interested in going much deeper in learning about educational technologies can apply for DELTA grants. "Proposals are due May 15th. Go to the DELTA website on the University site under Delta Grants and you will find it. The Grants are designed to help faculty incorporate learning technologies into their courses and create new online courses."

Senator Nelson: In another meeting, I heard for the first time about virtual diplomas being awarded to our spring graduates. Can you comment a little on this and how the students will be invited back once they can have a graduation ceremony on campus?

Provost Arden responded that the reality is when students graduate, they will graduate at the normal time in May and will get diplomas exactly as they always do. "As you are aware, most undergraduate students don't come across the stage and get a diploma handed to them. Even those doctoral students that do are getting an empty folder. So physical diplomas will be provided as they always are. With respect to the ceremonies commemorating that, the Chancellor has made it clear that he wants to have, and we want to have, a physical commencement sometime in the fall both at the university level and at the college/departmental level. Some departments in some colleges have indicated that they would like some form of celebration, virtually, in May when students leave. We are fine with that. If a small college or department wants to have a celebration of academic achievement and say virtually goodbye to their students at that point in time, great. But the Chancellor is getting a lot of input from students who say, 'Don't just do a virtual commencement with us, we want a real commencement that our parents and our grandparents can come to. We've waited a long time for this; don't just do a virtual commencement.' So he's very sensitive to that. When that will be, we can't tell you. It could be as early as sometime in August or September or we could delay it and combine it with our December commencement. We will work towards that. If departments do want to have a virtual celebration in May, then by all means, go ahead and do that."

Senator Taylor: Some new classes are apparently starting later than originally planned. Any thoughts?

Provost Arden responded that he had discussed this with the Chancellor today. "I have got to get back with Louis Hunt and look at our calendar. What I remember is that we are already finishing the fall semester late. I can't remember the date, but we are finishing up pretty late. And so maybe the

maximum we can squeeze out of it is to start a few days or a week later. We are here in mid-April now, and if we are worrying about starting five days later in August, then we are all in significant trouble, quite frankly, and we're going to be having more discussion about starting online or being online in the fall. If we really feel that five days is going to buy us a whole lot in August, from an epidemiological perspective, I wouldn't expect that. We're going to look at the calendar and adjust it a little if we need to, but I don't know that starting that much later for a physical start on campus in the fall is going to buy us anything."

Senator Riehn: How are our international students being accommodated in the fall and spring, given the problems to attain Visas?

Provost Arden responded, "International students who are with us now, which includes a lot of those 700 students who are still on campus that we are looking after, as we normally would do. They cannot leave the country and come back so many of them will stay over the summer, even if they hadn't planned on doing so. Many of them do already stay over the summer. With regard to the fall, we are very worried about our fall enrollment of international students. I'm not that worried about our enrollment of undergraduate students; we've got a little over 30,000 applicants and a long wait list. We have a well-prepared class and our deposits are on schedule. I know Chapel Hill is worried about over-enrollment, and that can occur because you offer more positions than you actually want because there's always an admit-to-enroll ratio. For us, to get our 4,800 filled spots, we offer 12,000 admission. Many of them have applied to multiple schools. So undergrad, I'm not worried about. I'm very confident that we will have a normal undergraduate class. Graduate enrollment, I am worried about. A lot of our enrollment in the STEM disciplines, particularly masters and doctoral STEM disciplines; engineering, textiles, sciences, are from China and India. I've been told that many of the embassies won't open and start processing Visas, best case scenario, till November. So this could be a significant hit to us with respect to graduate enrollment. We are working with the graduate school to look at scenarios and ways of engaging students and preparing them to physically be here the following spring."

Dr. Duane Larick added that for fall semester classes, the [inaudible] are due by 5 pm on Friday, December 18th. "So this was the earliest in our cycle that we were finishing this year, and now we turn back the cycle to be starting over late. So we really don't have much we can do. Extending the semester into the following week would really be pretty difficult into that holiday period. So we are about as late in the semester as we can get, as far as scheduling. The question on international student enrollment, the Provost has indicated that we have had several meetings. I had a meeting today with people from all the groups on campus who might have some say in what we can do with international students. The good news, when it comes to the perspective of international students and the opportunity to start them in distance education programs is the Dept of Education, and therefore our accreditors, the SACS COC, has extended our relocation opportunity, which is what they call us moving our classes to distance education. They have extended that to December 31st. So by doing that, what they have told us is it would be okay for an international student, a master's student, to start a program online, take credits in the fall semester and take more than 25% of their credits, even the fulltime load of 9 credits, and then come to NC State in the spring semester when they can get a Visa. Without us having to get approval for every program. Thinking about having to get approval for all 120+ master's programs, another 40-some certificates would have just been overwhelming."

He continued, "So that has created an option for us, which we are working on communicating out to campus, which would be for self-funded master's students, they could start, if we have classes available for them, in distance mode and then come to campus. So that's a positive. Doctoral

students, on the other hand, are going to be a challenge because we are normally recruiting those students, at least in the STEM-focused areas, with a stipend and the graduate student support plan. We get into all kinds of issues, as far as hiring internationals and those kinds of things. That's going to take a few more meetings to work through what we might be able to do with doctoral students. Certainly, we can offer the same thing – they can start their program in the fall online, but my guess is if that's the only option they have, many of those students will just defer to the spring when they can come here and get a stipend."

Senator Berry-James: Are there any plans to create 4+1 programs for our best and brightest students, undergraduates particularly, to encourage them to pursue advanced graduate degrees after they complete their undergraduate programs?

Provost Arden responded yes. "There's not a comprehensive university-wide planning effort. These emerge from individual colleges and individual programs. We just had one approved at the Chancellor's Cabinet this morning, we have an accelerated bachelors to master's program in the College of Education. It was specific to educational technologies and learning, so it was only a selective cohort of students; it wasn't wide open. So yes, you will see more of those accelerated bachelors to masters programs. The other thing to remember is that during times of economic downturn, often masters enrollment actually goes up. So I don't think that domestic master's enrollment is going to be our issue. I think international masters and doctoral enrollment, particularly from China and India, is going to be our issue. But yes, we are starting to look at accelerate bachelors to masters programs."

Dr. Larick added that we have a set of rules that are applicable to accelerated bachelors to masters for our on-campus students. "Basically a senior has to declare that they're going to participate in that program at the last of fall semester. We have waived that rule through the graduate school. So if we have an existing senior who is eligible and has taken graduate-level coursework, we would allow that student to retroactively apply all the way up to graduation. We would allow that student to retroactively apply for the ABM program and dual-count those graduate level courses that they have taken towards a master's degree. So we are trying to be as flexible there as we can."

6. Envisioning the Next Generation Land Grant University Strategic Planning Task Force
*Audrey Jaegar, Co-Chair and Executive Director, Belk Center for Community College Leadership;
Research and Distinguished Graduate Professor*

Dr. Jaegar shared with the Faculty Senate information about the task force and its charge and then spoke about how the task force is seeking feedback from audiences across the campus and outside the campus. She also will share the feedback that was provided by Senators and how they are incorporating that information into the next steps.

She stated that the charge of the task force was to identify some of the central challenges that NC State, as a research land grant university, will face. They also are exploring how the university is doing in respect to those challenges, and how can they group some of the challenges and opportunities together to develop strategies around how they might be addressed and move forward.

The goal of the task force is to stick to the current timeline, even though it is difficult in the current climate. "We are committed to this work, we are committed to the context in which we are right now, and we really want to produce what's best in the timeframe that allows the university to think about the work that we are doing. So hopefully by June, we will provide a document of our strategic planning to the Provost."

She continued, “How we started this approach was, as you can imagine, there are hundreds of documents about the history and the context of the land grant university, and we thought that was important for our committee members to understand where the land grant institution is in the higher education system, and all that has been written about the future, the current charge and the challenges, just to give us context around how we think about our charge as a task force. Then we began a process of thinking about how do we solicit feedback, how do we make sure that the greatest number of voices have contributed to the work that we are doing? So we developed a short survey, as you know, and we gave that survey to our own task force members, to extension agents outside of NC State, or off campus, to the Faculty Senate, to the Staff Senate, and then we engaged in conversations as well. So we engaged with the Board of Visitors, one of our groups is meeting with the Research Operations Council, and we were sure to include our students and their perspective, so last week we met with the Student Senate to talk about their perspectives of the land grant currently and in the future. We will be meeting with graduate students shortly as well.”

Regarding the survey, Dr. Jaegar stated that in the survey, they asked three questions. “We asked about, in your own words, what is a land grant university? That was very helpful to us in thinking about people contextualizing the land grant, because it is different depending on where you sit – whether as a faculty member, a staff member or a student. That also played into how we are doing some of our work, in terms of thinking about the context of how do I describe the land grant; therefore, how would I think about the future of the land grant?” She added, “Our second question, which was the most critical question, was what are the three current trends in terms of drivers of change? If you’re thinking about the future of that land grant university, then the sub-question was how do we propose to address those items that are the most critical in terms of those levers of change. Then, the question, of course, is there any other information you’d want to know.” She continued, “We secured the voices of our own strategic planning committee because many of them have been thinking about this for decades. Our off-campus extension individuals, as well as our Faculty and Staff Senates. Today we want to share your responses and get feedback from you about your responses.”

She then provided a summary of the information to the Senators, saying that they had a great response. “If you look at question number two, What are the three trends or drivers of change that we should be thinking about?, virtually everyone responded to that question and the data we gathered is very critical to our work. In meeting with the task force co-chairs in the meeting prior to this one today, I think the data that we gathered will actually inform a number of the task forces and we may have the opportunity to share this with a larger group. So we are greatly appreciative of the information you provided because I think it will be influential to us but, as a whole, all of the task forces.”

Dr. Jaegar continued by stating that there were four things that stood out to the task force in terms of thinking about their work. “Technology, identified as intelligent technology, continued to come up among our responses in terms of access to technology for all groups, faculty, staff, student and administrators, the lack of access, training around technology, ability to use that, the education around technology, conversations about face-to-face versus online versus remote and what do we want to be?” Additionally, she identified the infrastructure for technology, and are we situated to move forward with technology. “There was a host of questions that revolved around technology, in terms of those trends that we were asking about.”

She continued, “The second area was about changes in demographics, and this area talked about everything from demographic shifts to issues of urban/rural divide, issues of how we serve rural

students, how we would serve rural communities and issues of population. It was very broad, but clearly was another critical element that your group believed that we should be addressing. The funding and marketing was fairly diverse, although we combined those areas together in thinking about how the institution is supported, decreases in funding, decreases in support, how we look at those as opportunities for our institution, how we think of new models and new ways of doing business at NC State. Then fourth highest, in terms of responses, was around pathways to entry and thinking about how our students come to NC State, where they're coming from, whether it's community colleges or early or dual-enrollment. What are their pathways here, what are their barriers to getting here, whether it's financial aid or testing or other issues. How do we support students getting to NC State and through NC State to a career that provides for them and their families.

In addition to these four areas, she continued, there's a lot more information that was shared. "We are using that information because conversations about the changing environment, health issues, climate issues, population issues – the gamut of information, in terms of equity issues – we took all of that and identified seven primary themes for our work."

Dr. Jaegar showed the seven themes that they analyzed and identified what was common across the four groups that they engaged with. The seven that emerged as important were then taken by the task force and thought about how they might move forward with each of the areas. While they are fairly broad and overlapping with some of the other task forces, this is a good thing. She stated, "Broad, in that we have encompassed the feedback that we received, but also overlapping in that the things that are important to NC State will start to surface in multiple task forces and then we will come to a decision in terms of the most important things that NC State needs to address." She added that each of the task force members have been assigned to take one of these areas and provide a one- to two-page report to contextualize the issue and provide strategies, ideas and thoughts to address this bigger issue.

Dr. Jaegar then spoke regarding the timeline. "We have been engaging for three meetings thus far, and our goal will be then, by April 24th, each of our subcommittees will have written documentation around their specific theme from one of the seven specific areas that I just showed you. They will have an opportunity to put those together to frame the larger conversation and then go back to our committee to talk about those strategies, to make sure we are providing a document that is both actionable, timely and useful to our leadership."

In the remaining time, Dr. Jaegar asked for additional feedback about these areas from the Senators as they think about the future of the land grant university. "Are we missing something, in terms of its critical, thinking about the future of the land grant, to address X? Are there resources we should be seeking, experts in these areas that we can refer our colleagues to, people who need to be engaged in these conversations?"

Questions and Discussion

Senator Berry-James: I would love to see the document highlighting the economic impact of a land grant institution – procurement, employment, etc.

Dr. Jaegar responded, "The opportunities to grow and succeed with state and federal funding. I think making the case that we understand the value and the impact of the land grant institution is very important. We will make sure that group is thinking about that."

Dr. Kellner: Why do we talk about the land grant university instead of talking about North Carolina State? I assume that the land grant universities that I know of all differ; they have different histories, different strengths, they've grown in different ways. Talking about the land grant university implies a very kind of abstract identity for these schools. So I'm wondering if you've taken the individual particularity of NC State into account here.

Dr. Jaegar responded that where they started from was THE land grant and then said, what is that for NC State University? "So I think the feedback has been very specific about NC State. We wanted to contextualize it in 'are there other land grants that look like us that we can learn from that might have some evidence-based practices we want to learn more about?' But the feedback and the direction is very much about NC State."

Dr. Bird added, "The public perception groups edited our title and we replaced the land grant with 'NC State University as a land grant.' So we are focusing specifically on NC State and its unique strengths and opportunities and partnerships and all of those different kinds of assets that the University has, as we address these questions."

Dr. Jaegar responded, "If any of the other members want to jump in to provide ... I think we have three or four different sub-committees represented, as far as our student work and our other public perception. So if anyone else wants to jump in, please feel free to."

Molly Van Hoy responded, "I am part of the group talking about state and federal funding, what those challenges are and the kind of opportunities that we have to create partnerships to make up for some of the funding that is projected to start going away. We definitely have been looking at what NC State looks like, in terms of state and federal funding. I got to request some numbers from the DASA finances office and they gave me some numbers about what research funding looks like at NC State and what that has looked like in the past, as well as I'm working to look through our current budget to see what research on campus is federally funded, what research on campus is state funded, and what is privately funded or funded through a partnership. So we are very much looking at what NC State is currently doing and ways that NC State can continue to be a leader in research and cutting edge solutions while maintaining the idea that our state and federal funding is dwindling."

7. Old and New Business

- a. Election results/Introduction of newly-elected Senators
- b. Election of Council on Athletics

Chair Kellner welcomed and introduced the newly-elected Senators and provided some biographical information about them. The newly-elected Senators are:

Burak Erdmin, College of Design
Jonathan Duggins, College of Sciences
Joan Nicholas-Walker, University College
Intae Yoon, College of Humanities & Social Sciences
Eileen Taylor, Poole College of Management
Megan Kittle-Autry, College of Engineering
Robert Riehn, College of Sciences

Ken Zagacki, College of Humanities & Social Sciences
Mathew Gerard, College of Veterinary Medicine

The Faculty Senate elected two representatives to the NC State Council on Athletics. The representatives elected are:

Jeremiah Feducia
Cynthia Zuckerman-Hyman

8. Issues of concern

- a. Personnel Policy Committee Issue of Concern: Greater Faculty/Staff Input into Resource and Budget Decisions

Jennifer Kuzma, Co-Chair, Personnel Policy Committee

Chair Kellner began the discussion regarding the Personnel Policy Committee's issue of concern regarding greater transparency and input from NC State Faculty into resource and budget decisions, and the dissemination of information to the Faculty Senate through established processes.

Transcript of the discussion is below:

Chair Kellner: "We cannot have a Senate if the standing committees intrude themselves like this. I attribute only the best of motives here, and the issue is an important one. But if it had come to the Executive Committee and if it had come to me, it would not have come to the Faculty Senate in this, or perhaps any form, at this time. I believe this is the wrong time for the Senate to be making waves about salaries, when we're in such a situation. That's not to say, however, that this is not an enormously important issue and that the gestures that we find aren't, in some ways, appropriate. What I would like to see here, and first of all I want to tell you that having the issue of some sort of a budget committee, such as we had for years and was done away with by the Committee on Committees two years ago, I think, should be reconstituted perhaps in a better way. I will be talking with the Provost a week from tomorrow, and that will be part of the discussion. I would also like to say that having already judged and spoken about Carolyn's work with the NTT issue, my own work with the Ombuds issue, things take time and patience and process are very important. So I would like to have some sort of a group, perhaps an ad hoc group, to work on some sort of a White Paper in the fall."

Chair Kellner: "So in the fall, when, we hope, the problems of the budgets will have at least settled down and we will see where we are, we'll see who may be hurting, and whether or not things look okay or whether they don't look okay. We will know more at that time and the Senate, then, can set off on the process of producing a White Paper, which is what the Senate used to do, that will be informative. We don't order the administration to do things and then tell them how to do it, either. So we will start for the informational thing, with no givens, and see how that comes out through the year as a number one agenda for the Senate in the fall. I don't, frankly, myself see any way of discussing this document now because I don't believe that it is a Senate document. You can disagree with me, and you can argue about details of how things happened or didn't happen."

Senator Kuzma: "I don't need to argue, and I have an email record of how they happened, Hans, and you're just simply not telling the truth."

Chair Kellner: "Then let's hear the truth, then, Jennifer."

Senator Kuzma: "I am co-chair of the Personnel Policy Committee with Matthew Rever. We have discussed this issue in committee and our committee had voted to put forth this issue to the Executive Committee. I sent an email to the Executive Committee, asking that it be discussed at the last Executive Committee meeting. It was not discussed, until I raised it at the end of the meeting. So then we discussed the issue – and it's not about faculty salary, it's about faculty governance. It's not about salary raises for faculty, it's about faculty governance. We went back into our Personnel Policy Committee, and we came up with a draft recommendation that we then forwarded, again, to the Executive Committee. Hans, you then called me last Thursday and agreed to give me 15 to 20 minutes on the agenda for this particular Senate meeting. I then forwarded the draft recommendation to Joni, reiterating the phone conversation that I had with you. She said she would forward it with the data we had generated that backed up the recommendation. Then it did not appear on the agenda on Monday, much to my surprise and consternation."

Senator Kuzma: "This is a Personnel Policy Committee recommendation, it's not coming from me, it's coming from our committee. Then when it did not appear, but my name was on the agenda, I forwarded the document to the full Senate so that they would have a record of what we would be talking about. That's what's happened. So if you want the emails to back it up, then I'm more than happy to send the emails. I'm more than happy to forward to them. No one is trying to usurp the Senate process here; in fact, we followed it to a tee. So that's just to clarify the record. If you want to discuss it now, that's fine. But the fact that this is an issue coming from the Personnel Policy Committee and it's been stone-walled not once, but twice, by you Hans, is a particular problematic thing for me and I think for the Senate process in general."

Chair Kellner: "Okay, thank you. For the most part, that's perfectly accurate. There's one part that was left out but ... "

Senator Kuzma: "Go ahead. That's the part that you sent an email back with concerns about that particular recommendation."

Chair Kellner: "Yes, and suggestions for revisions, which I see you have, to some extent, taken today. Correct?"

Senator Kuzma: "Yes. We brought them back to the recommendation and we made some revisions, based on them. We generated a PDF with data to back up those revisions. So I am unclear as to how we are usurping the Senate process. In fact, I think it's quite the opposite."

Chair Kellner: "Well, the process issue is ..."

Senator Vincent: "I'm wondering if I can enter into the discussion here."

Chair Kellner: "Sure."

Senator Vincent: "I want to begin by saying that I believe that most people working at NCSU, including the administration, the staff, researchers, and teachers are working very, very hard to make this a successful institution, one that fulfills all of the teaching, research, outreach and welfare missions. My dismay a few years ago was to learn how little some of the faculty were being paid, especially non-tenured faculty. So I began talking with people; department heads, deans, administrators. This was probably about three years ago. Katharine reminded me of how long ago it was. Then I ran for, and was elected to, the Faculty Senate so I could push for some sort of reform."

I'm very pleased that because the recommendations put forward by the Faculty Senate last year, some of the reforms were, indeed, as you have suggested, forthcoming. The lowest level of compensation for full-time lecturers was raised to \$40,000. The Senate had encouraged that the minimum raise be more, should be \$48,000, so I'm not personally terribly happy about the fact that that wasn't followed through. I think more could be done, but it was a step in the right direction, and I appreciate that."

Senator Vincent: "But more important for our current discussion, what happened while I was working on that specific issue was that I learned more about the allocation of resources more generally, and I learned that I was really dismayed and in some ways really surprised about where most of the resources had been going. So I drafted a memo last fall that is an issue of concern that went, after some delay and I'm not sure if you're responsible for this Hans, to two different Senate committees. My IOC asked for reconsideration of the priorities about allocation and for more information about the entire process. The resolution coming from the Governance and Personnel Committee a couple of weeks ago was the result of the deliberations that were going on this year; it wasn't something that we tried to spring on the faculty at the last minute. What struck me in the past several weeks, however, is that I was more right than I had realized. What struck me is that this is even a more critical time for the university to consider things like allocation. It's a critical time for all universities in the country. NCSU will probably have fewer resources moving forward, because I assume the state will provide less support. Tax revenues are going down significantly because of the economic consequences of the Coronavirus crisis, and given the current political disposition of the North Carolina legislature, I have to assume that the UNC System is going to get less than in the recent past. This means allocation resources will be even more critical moving forward."

Senator Vincent: "Moreover, what the current crisis, it seems to me, demonstrates is that the most important resource of the university is the people who work here. Everyone stepped up during this crisis in a very impressive fashion. The administration, yes, but also the teachers, the IT, the library staff and all of those who have helped teachers to get ready to go online. It's not the buildings; it's not the Wolfpack. It's the people. So the logic of this, to my mind, is that more than ever, the people should be fairly compensated. That's the issue that's on the agenda, but it's an issue that has to do with appropriations of the whole university. So there are very large amounts of money – and this is what we've been talking about all year on the committee – that are stacked for buildings. There are all sorts of money being spent. In 2017-2018, \$81 million was being spent on campus, according to the 2018 NCSU Financial Report, on buildings. The other report that we tried to forward, that I don't know why you find so objectionable, is that \$108 million more was spent for administration than for teaching during the 2018-2019 years. Now look, I don't understand all of the details of this, but I believe that the allocation of resources at this institution is a critical issue that we all are involved in discussing. And you seem to be pushing it aside. I'm not referring just to professional faculty, I'm referring to the resources for all faculty at the university. The conclusion that I am coming to is that the university is building a lot of impressive new buildings, it's expanding the administrative staff, and unfortunately it has not been compensating sufficiently its teachers, its researchers and its extension staff. That's why we wanted to have a task force created that would analyze resource allocation. That was our proposal. I don't know why you object to that."

Senator Kuzma: "Yes, there's nothing about asking for faculty raises. The recommendation is that we propose the creation of a transparent process and a task force with faculty and staff representatives, at numbers equal to who are higher level administrators, to provide input to the Provost and Chancellor on the allocation of any potential budget cuts or increases among categories of infrastructure, higher administration and faculty or staff salaries or positions. It's the creation of a transparent process and an advisory task force. Probably not unlike the University Budget Advisory

committee, but perhaps with more input authority, that has been active in previous years but was disbanded this year. So you're even mischaracterizing what we're asking for. We are asking for something that is more crucial right now than it's ever been. It's not tone deaf, and we understand that raises may not be possible, but we want shared faculty governance at NC State and that's what this is really all about, is transparency and input. And if faculty don't deserve transparency and input, I'm not sure what we deserve. I mean, how are we valued if we can't have a process and a task force that we are members of to advise on budgetary issues?"

Chair Kellner: "Okay. Is anyone else going to say anything here?"

Senator Kuzma: "You've scared them half to death with how disrespectful you've been of our process, to be honest with you."

Chair Kellner: "I'm looking for someone to speak up. Am I missing something here?"

Senator Berry-James: "I do want to speak up in favor of the work of the public Personnel Committee. I do know, like so many of you, that we're all very interested in making sure that we continue to do what we do at NC State, and that we honor the roles that we have. I think, in the spirit of faculty governance, we understand our roles in our academic units. We understand that our job is really to advance our academic disciplines in the way that we know how. But I also think, in the spirit of service, that so many of us, not just on the Personnel Policy Committee, but on all the committees and also the Faculty Senate, so many of us are also interested in the spirit of shared governance. So shared governance might look differently at different places. I think what I'm hearing from the committee, what I've heard from just being in the space in the last four years, is this real sincere desire to make NC State better. So one way to make NC State better is to consider all voices. That's not to say that some voices are shut down, but I do hear some tension. I hear some tension that maybe it is time for us to rethink how we make decisions together going forward, since we are the Wolfpack and we do care about the university and we do want to help advise the Chancellor and the Provost on issues that really impact us directly. So I'm speaking in favor of the work of the Personnel Committee and I hope that others will speak in favor of that work as well."

Immediate Past-Chair Bird: "I don't think anyone is setting aside the work of the Personnel Policy, just suggesting that some focused time be given to that in the fall, that a group come together. That category of EHRA non-faculty, as we were enlightened a little bit earlier today, includes a broad number of different types of employees. And I think it's important to understand has there been growth in that category because there's an increased number of people employed in that category who are grant-funded. So it's not funding that would be used to support faculty anyway. Then the way that you fund buildings is not the same way you fund faculty salaries; you can issue a bond to get funding for buildings, but you don't fund faculty salaries on bonds. So I think there's a conversation. We are at the end of the Faculty Senate year, and I think it would be best, as we had discussed in the Executive Committee meeting, that this be held over until Fall. I think that would be a better approach, because there are so many things that are not known right now; we don't know what the revenue receipts are, we don't have a budget from last year, and we don't know what the budget will look like for this year. There are a lot of open-ended questions at this point."

Chair Kellner: "Anybody else?"

Senator Aspnes: "As somebody who has worked in industry and in academics probably about the same length of time, I think what we are running into here is history, basically, as we move from an academic institution to more of an industrial type structure where the instructions come from the top

down. The faculty are just going to have to get used to the fact that we don't have the same influence anymore. Unfortunately, the universities are moving to a situation where they inherit both the worst of the academic environments, as well as the worst of the industrial environments. For industry, you have to turn a profit; for here, we just keep on adding administrators. That's been the theme, as Hans knows, for a long time. But if you look at the data, this is what's happening. How we can fix this, I don't know. I'm not sure we can, but I think it needs to be recognized that this is what's happening."

Senator Williams: "David is right. One of the things that's happening to us is the same thing that's happened to virtually everybody. The Chancellor boasted on the fact on the last Strategic Plan that our graduation rates and our retention rates have improved. That's productivity that's attributable to the faculty. And that productivity we should share in; but we're not. I sent Jennifer some statistics earlier in the day about the consumer price index. Over the five-year period that's covered in her data, it's about 7.5%. So if you look at that 9% and you consider all the other factors that could cause that to increase, we're not keeping up with inflation. I remember Jack Wilson, most of you don't remember him, but he was here a long time ago. He was a finance professor and he used to do a salary study every couple of years that showed what our progress was in terms of real income. And our real income is declining, that's for sure. And I think this is an issue that we need to talk about because we have to start. As David said, he doesn't know what to do, I don't know what to do, I don't know if we can do anything. But we at least need to sit down and think about what are some things we can do to have more say in how these resources are allocated, and to improve our lot. Because if this trend continues, we're going to have a hard time recruiting faculty or getting faculty at all. People will not pursue academic careers. So I support Jade and her position that we should – maybe we can't do anything right now, and I agree with you on that; this is not the time to raise issues about faculty and resources, but it's certainly an issue that needs to be a high priority in the near future and beyond. Because I didn't know that the budget committee was abolished. And I was on that committee. I think that's scary, because that means there's no input into budget decisions by faculty or other people on campus. That's my two cents."

Chair Kellner: "Thank you Paul. So the question is what do we do now? Now is now. It's the last meeting of the year. We're going to have a new Senate in the Fall, officially on July 1st. We are all in agreement in spirit on all of these things. I agree, first of all, that communication between the faculty and parts of the administration have not flourished in the last couple of years. The budget committee being simply one of many I could mention. Then the question is, does this task force pass now on the 14th of April, which we cannot do actually. We can recommend. Assuming that the administration says yes, that's a wonderful idea, we'll do it just the way you say, then that's the best thing. Or do we take it on as a Senate and work on finding and stating in good, written terms in a White Paper, such as we have in the Senate archives, a number of from past years, that will bring these things into focus, bring broader questions like the ones that Paul mentions, Jade mentions, David Aspnes mentions, and bring them together? That is my suggestion. I think we can do a helluva job. Otherwise, I am suggesting we can either do that and go that direction, that's the spirit of the Senate, and that would require tabling this document at the moment in order to carry out its spirit in a way that responds a little better to the times and the particular spot we find in the calendar year. When things happen at the end of the season in the last meeting, it's difficult. So that's what my suggestion is."

Senator Williams: "It is a draft recommendation. It's not a motion."

Chair Kellner: "No, it's not a motion."

Senator Williams: "I think it's important. I'm fearful that people on Jones Street are going to say well look at that, you guys taught all classes at NC State in distance learning; what do we need a campus for? We have to have arguments for these kinds of things that are inevitably going to come up because things are going to change. The President of the University of Wisconsin just got \$100 million wacked out of her budget. We have to be prepared, and we have to have arguments. I know we cannot do anything today."

Chair Kellner: "That's exactly my point. We are going to have a new president by the end of the new year, I think. Bill Roper can't hang on forever, and the funds that come to us come through the System, through the Legislature, from the budget and tax receipts. It's an interesting thing, and then how it flows down to individual colleges and departments and so forth. It's a big complex situation."

Senator Vincent: "Hans, are you indicating that you're committed to creating some movement in this direction in the fall? Because I introduced this issue of concern last fall, and it languished. It didn't go anywhere. It has that feeling, from the way you introduced this even today, that you would like to slow walk this into some sort of death. So if you're really committed to moving this forward, then of course it's going to have to wait for the fall because we can't do anything right now. I don't feel like you've been really committed to moving this forward at all. Sorry to be so blunt, but it's been a year."

Chair Kellner: "In your position right now, I would feel exactly the way you do. I would read myself just the way you read me. But I do want to tell you that before any of this came across my radar screen, I was assuming that our number one agenda issue had to be – and I will say the word – faculty salaries. And in all of the enormous complexity of it, what we need to understand – and eight years ago we had a lot of interplay with the Vice Chancellor of Finance and Administration, Charlie Leffler, who made very educational presentations that he took around the campus and it helped a lot. The first thing I believe we need to do is to educate ourselves on how it works, what the parts are, where the problems lie, where the tricks lie. You may not like this, but one of my mottos over the years is, I have learned that things are the way they are for a reason, but it's not always a good reason. But there's always a reason. I think it's up to the Faculty Senate to educate itself to find out the reasons so we can know what kind of arguments we're going to be making and we're going to be hearing before that. So I'm just telling you that I am in spirit and in practice behind the ideas that you're talking about. We have to find a way to do it that produces something that I think we can be proud of. I look back at some of the things that were done in the Senate in past years, and I think 'those people were giants,' and those people were doing absolutely remarkable work. But I recognize also, that my salary, as it were, is the result of 40 years of tiny decisions that left me here. And that's something to be taken into account. Other parts of the university, there are floors, things are more stable. So these are all variables and I want to see these variables not only discussed but written up, contextualized, anecdotalized. I want to see them written about in a document that's going to impress people. That's all. That's me."

Senator Pinkins: "Can I move to postpone the matter until the official meeting of the 67th Faculty Senate?"

Chair Kellner: "That would be tabling it until the first meeting in the fall."

Senator Pinkins: "That's correct."

Chair Kellner: "I'm not picking on your precise intentions, but are we talking about the issue or the document?"

Senator Pinkins: "I see that they both go hand-in-hand."

Chair Kellner: "They do. But I think that if you're suggesting that the issue would be appropriate for the beginning of the semester, and that decisions between the Chair and the new Executive Committee will have been decided probably in late summer before that meeting, I say the answer is yes."

Senator Pinkins: "Do we need a second for that?"

Immediate Past-Chair Bird: "This is Carolyn. I second it."

Chair Kellner: "All in favor? Raise your hand or hit yes or no or a check mark."

Associate Chair Sannes: "There are non-opposed and I see about 20 in favor. I see no opposition."

Chair Kellner: "20 is a quorum. You don't have to agree with me at all, but we have to trust each other, we have to assume everyone has the right intentions, we have to assume that when we say we are all in fundamental agreement on this, that that is what we mean. So with that, we will table things until the fall when we will, I hope, be up and running and back in Room 2302 in Erdahl Cloyd in the Faculty Senate rooms and off and running on day one when we introduce the new Senators again. Then we will get our work done and find out what we have decided."

Senator Berry-James: "I'd like to see the document highlight the economic impact of a land grant institution, procurement, employment, etc."

Chair Kellner: "That's exactly right. These are a whole lot of very very diverse and complicated issues, and if we can bring them together and talk about them in their diversity, I think we can have a remarkable document. It may take time, but I think it will be a most enlightening and important thing the Faculty Senate can do. Thank you for your effort and your input and for speaking up."

9. Adjourn

The meeting was adjourned at 5:10 p.m.