

**North Carolina State University**  
**Minutes of the Fall 2020 General Faculty Meeting**  
**Tuesday, October 13, 2020**  
**3:00 p.m.**

**1. Call to Order**

*Hans Kellner, Chair of the Faculty*

The Fall 2020 General Faculty Meeting was called to order at 3:00 pm

**2. Remarks from the Chair**

*Hans Kellner, Chair of the Faculty*

Chair Kellner introduced special guests and brought several announcements to the General Faculty.

Thursday, October 15: The Racial Equity Summit will take place. The event is filled and closed but very important. The guiding principle of this diversity summit is “affirmative inquiry.” You can learn about this at [diversity.ncsu.edu](http://diversity.ncsu.edu). Please look at the webpage. This will be important going forward at NC State.

Chair Kellner pointed to a major opening on the campus in faculty presence. The staff and the students have been included in discussions and meetings, thanks to Chancellor Woodson. “We are grateful and we find this most helpful. This is great for the university too. Other institutions have had very different results, some of them very bad. In some cases, communication has broken down. We have had none of that and we have not had those frustrations, gladly.”

Chair Kellner reported that there have been issues of concern in academic policy and the committees of the Faculty Senate are taking care of these issues. Pointing particularly to the GoCore Committee, Dr. Kellner thanked them for dealing with many issues. “Chaired by Maria Collins and Barbara Kirby. Regarding recruitment, all of you are eligible to run for various and important jobs. Faculty Senate will have openings so start thinking about it now. Can you join the Senate and take the time and effort to do that? Just as important are the pools of people who deal with hearings and grievances. Without these, nothing resembling faculty governance would have any authenticity at all. They depend on trained faculty to deal with these often difficult and challenging cases. They need the best people. When these positions open up, please think about joining them. This makes our professional situation work.”

**3. Approval of the Minutes of the March 17, 2020 General Faculty Meeting**

*Hans Kellner, Chair of the Faculty*

The minutes from the March 17, 2020 General Faculty meeting were presented and approved.

**4. Remarks and Q&A**

*Randy Woodson, Chancellor*

Chancellor Woodson welcomed everyone to the Fall 2020 General Faculty meeting. He asked, what have we learned? He stated, “We have learned a lot, and we’ve learned it very fast. As we moved into the semester, we faced many challenges. Many of those questions will be addressed today. A few of the things that we have learned is that a lot of the steps that we took – many, if not all – of the steps we took on campus made the campus a safe environment, including the classrooms, much of our facilities were safe. We have had research operational since mid-June without any serious issues or community

spread. We did learn that congregate living associated with Greek housing, off-campus apartment complexes, and to an extent, on-campus residence halls, were a challenge. It was because of that challenge that we had to pivot quickly at the beginning of the semester to online for undergraduates, and we worked to de-densify the residence halls. We went from around 7500 students in our residence halls, down to around 1600, which is the current occupancy. As you know, if you're keeping up with the data online that the number of infections on campus now with our students, faculty and staff is very low. We were concerned when we began and we believed we took the appropriate steps to mitigate the further issues. Because of that we have learned a great deal about different ways to approach this in the spring. We will spend most of our time today talking about how we apply what we have learned going forward. The other things we've learned is that students are a big part of the budget at the university. The most serious economic impact at this time is associated with de-densifying the campus, both residence halls and the number of people working every day on our campus."

He added, "This has had an impact on housing, dining, parking and athletics. All of those are organizations within the university that have to stand on their own. They are responsible for generating revenue and that revenue is responsibility for funding the organizations. That's had a pretty big impact on us and has had an impact on a number of our employees."

## **5. Remarks and Q&A**

*Warwick Arden, Executive Vice Chancellor and Provost*

Provost Arden thanked the faculty. "There's no sugar-coating it. This has been a tough year." He added, "Back in the spring he asked you to be prepared to go online with all of your classes and gave you two weeks to get ready to do that. Two weeks later, we did. We successfully completed the instruction of our students online in the spring. We spent a lot of the summer working really hard to prepare for the fall. We tackled the fall opening with about 8000 residents. Approximately 30% of our classes were face-to-face and the remainder was online. As the Chancellor indicated, we had some issues in some of the congregate housing. Two weeks into the semester we had to go all online and then another week later, depopulate the campus. So it has been a rough year, and we have learned a lot. We are trying to apply what we have learned to a successful spring but there's no doubt this has been difficult for everybody. I want to give the faculty a tremendous amount of thanks for being flexible and committed and really working hard to support our students."

He stated, "There is a lot of growing evidence of a significant increase in mental health disorders among students, faculty and staff. It is really important during this time to look out for our students to insure that we are putting things in their favor. Many of them are at home and somewhat isolated, stressed, and in difficult family environments. It is important that we reach out to our student body and try to support them. I know you are doing that. It is also important to reach out to one another and support one another through this difficult time. Please continue to do that. Hopefully by sometime in the spring we will be in much better shape, but in the meantime, I consider that it will really be necessary to figure out ways to more effectively support one another through this. The Chancellor mentioned that we have learned a lot about our experiences so far and we are trying to use those things to give us a successful spring. We have not locked down a plan yet, but the Chancellor and I thought it was fair to issue memos saying this is the direction that we're headed, this is what we're trying to make happen and this is how we're going to do it."

Provost Arden added that nobody can insure a perfect and successful semester, but we can give it our best. "We think that, unlike the beginning of fall, things are really in our favor this time. I am looking forward to the discussion that will follow with Dr. Casani and Dr. Orders."

## Questions and Discussion

Moderator Berry-James: Senator Pinkins is asking what is the University doing to lessen the impact here, in terms of disruptions of Covid and loss of revenue at other campuses?

VC Maimone: From an auxiliary enterprise perspective, which is what the Chancellor referred to, the revenue was pretty serious for the de-densification of campus. So for the most part, auxiliary enterprises are self-supporting entities. They are required to generate the revenue that they use to manage their own expenses. So the state appropriations, tuition, and many of the fees are not able to be used to support these auxiliary enterprises. So when they have challenging times, they're really required to address them themselves. As much as we have been able to do, we have mitigated the impact by reducing purchasing, by freezing vacant positions, by re-negotiating contracts. We have done practically everything we can possibly do before considering furloughs. This past month and as of yesterday, we finalized our furlough strategy for our auxiliary enterprises, and what we have had to do is temporarily release our team members until we can reactivate the campus and bring them back. In the meantime, they will be furloughed. It's a very difficult decision to make and we have done everything in our power to avoid this, until such time that it was necessary.

Back in March of last year, the auxiliaries took quite an impact to their auxiliary units then because we closed down the campus. We were hoping that the fall would give them relief, but unfortunately it did not. For the first six months we carried all our employees and we worked through as much as we could in other mitigation strategies and we are really at the point where we had to do this. I will reinforce that these are temporary and we will only apply them to the extent necessary. Our hope is to bring people back as quickly as possible, and we will know more as we determine what we are able to do in the spring semester.

Chancellor Woodson: This is really a reminder and you all know this, but the largest portion of the university budget comes from the state of North Carolina and comes from tuition and fees from our students. Those budgets are solid. Enrollment has been strong and continues to be strong, and the state of North Carolina has worked hard to insure that the UNC system is well-funded this year. We are worried about next year because of the revenues of the state, but we have been reassured by the leadership of the General Assembly that the UNC system will remain a high priority. So while we do not know the future and we certainly have reason to be concerned about the future, at this point the largest portion of revenues for the University is still strong.

Moderator Berry-James: To the Provost. Does scheduling a spring break put the campus at any additional risk as students go on vacation and have parties and that kind of thing?

Provost Arden: This has been discussed and we are making adjustments to the calendar this week. Like many other universities, we are very worried about giving students a full spring break and everybody heading off to Ft. Lauderdale and picking up the virus. What we are going to do, which is the same as Chapel Hill and many other universities, is give students five days, but intersperse those five days throughout the semester. There will be one Monday, one Tuesday, one Wednesday, on Thursday and one Friday, but just not all in the same week. We believe that breaks are necessary. We do not want to abolish those spring break days. We do believe that those days are really important. I ask the Faculty to please do not use these days off as opportunities to assign work to students. Give them the day off. This is going to be really important. There is one Monday and one Friday, so it's possible there will be two long weekends in there. That does pose some risk, but not a huge risk. I think if you were to give a Tuesday and a Wednesday, many folks would add the Monday or Tuesday. So there's no perfect solution, but we will be maintaining spring break days by distributing them throughout the semester. We will publish the calendar very shortly.

Moderator Berry-James: Related to the spring semester, this is a question that's asking about the

decision to move face-to-face classes back online if Covid cases increase. I think the person who's asking the question would like a little more information about is that going to happen, and under what circumstances?

Provost Arden: We made it clear in the memo that went out that we would try very hard to avoid that happening. So that if you elect to give a face-to-face class or you're a student who's taking a face-to-face class, you can expect that we will do our best to keep it face-to-face throughout the semester. I've only just been looking at the distribution of modes of delivery, as they're coming in from the departments to the registrar's office. At the moment, we are looking at 20%-25% either face-to-face or hybrid. So true face-to-face would be somewhat less than that. If you compare that to where we were at the beginning of the fall, it was closer to 30%. So we have backed off a little, and that's not necessarily terrible because it does decrease traffic through our lecture theaters and through our buildings. I would like it if it was a little bit higher, and the only reason for that is that I think students would do better with two out of five classes of face-to-face, but we will be producing about one of five classes face-to-face.

There are going to be some students who like to look for a fully online option, and that's acceptable. The way it's shaping up at the moment, it will be somewhere between 20% and 25% face-to-face or hybrid, and we will try to stick with that throughout the semester.

Moderator Berry-James: To the Chancellor. This question is about existing contracts with fraternities and sororities. What kind of changes are anticipated, especially changes as we think about congregate living and campus expectations?

Chancellor Woodson: We have spent a lot of time talking about student conduct and about the way to manage student conduct and do more than encouraging adhering to community standards. I will ask Lisa Zapata to remind us of the structure of the relationship between the university and Greek housing and how we hope to approach this in the spring.

Interim VC Zapata: We have shifted from an educational approach to a much more aggressive approach. Especially with our residence halls, we are much more strict. If people do not adhere to our community standards, they are removed from the residence halls. It's a little bit different with our Greek housing, because many of those houses we do not own. So it's really up to the national organizations. But we are being very proactive, and when we do have violations within fraternities and sororities (mostly fraternities), student conduct is on that. We have had two fraternities that have had violations and have had events that we've been addressing over the fall. We are also working closely with the Raleigh Police Department and the University Police to address off-campus behavior. We are getting ready to implement something that will hopefully make a difference, which is called "Knock and Talk." These off-campus sites that we have been called for complaints, we are going to go knock on the door and let them know we are watching and that we need them to adhere to community standards. We are trying to be creative in some of our approaches.

Moderator Berry-James: For Provost Arden. This is about Covid and the information that is being used to think about what we do in the spring. There are some questions that talk about what other universities are doing. For example, do we have a general NC State Covid Advisory Committee? Is there additional information about tracing and testing that can be shared, given that some faculty are not certain about the kind of information that was available in the summer? Can more information about a series of testing regimens can be shared? There are also questions about the likelihood that there will be a vaccine available for campus for students and is there something that will help us maintain concerns about community spread, given that there may be some information that suggests that community spread is not contained.

Provost Arden: Yes, we will be significantly increasing our testing. Dr. Casani and her team and Dr. Orders have been working hard on this for quite some time. It will be an aggressive testing regimen.

Some will say it's not aggressive enough, but I think you have to be very careful to be practical and have reasons for why you're testing and when you're testing and who you're testing and what you would expect in terms of the results of the testing. We will have a very aggressive testing regimen in the spring.

Dr. Casani: I have some data and slides to show that will help answer these questions in my section. I will answer some of these questions during my presentation.

Moderator Berry-James: There are other questions about vaccines and community spread, but there is a question about the quality of students that have been admitted to NC State, in terms of our strategy or priority to make sure that we meet our enrollment goals. Has this impacted either enrollment or quality?

Provost Arden: There is no indication that there has been any negative movement of quality at all with our students. Demand for NC State remains extremely strong.

Chancellor Woodson: This is the strongest freshman class on record with regard to SAT and GPA.

Provost Arden: This is a very very strong class. The demand for NC State remains very strong, and enrollment remains very strong, particularly the undergraduate side. The only place we are having difficulty on enrollment is with international students, and predominantly international graduate students. This is because students from many countries cannot get Visas to get here. They are admitted and they want to get here, but they cannot get the Visas to get here. In terms of applicant, admission and enrollment numbers and the quality of students, those remain very very strong.

Moderator Berry-James: There is a question about the form or venue or online space where faculty might be able to express their opinion or provide suggestions to the administration in terms of how the pandemic is being handled on campus. So the way in which faculty can provide information and suggestions about campus Covid concerns.

Provost Arden: I do receive a lot of input from faculty about how things are being handled, and we welcome that. We try to respond.

Brad Bohlander: Early in the semester we did a number of Zoom meetings with different faculty, groups and leadership and we will continue to try to engage as much as possible with students, faculty and staff. We welcome suggestions if you have ideas about natural pathways where you are meeting and talking, we would love to take advantage of those as well. We have not had a shortage of thoughts from faculty, staff or students as we've moved through the process and will continue to welcome those via email and informally as well.

Provost Arden: The Chancellor and I continue to do monthly breakfast meetings and forums with groups of faculty on a very regular basis. The discussion is pretty much all around the pandemic and our plans for the spring.

Chancellor Woodson: The faculty, staff and student Senate are represented in our management operations groups. I meet weekly with the Chair of the Staff Senate, the Chair of the Faculty, and I meet biweekly with the Student Body President and the Chair of the Student Senate. So we have a number of forums. The faculty have reached out and have sent tidbits of information, which is welcome.

Moderator Berry-James: Is NC State requiring that all students, faculty and staff receive a flu shot?

Chancellor Woodson: I don't believe we're in a position legally to require people to receive a flu shot, but we are certainly encouraging it.

Dr. Casani: Correct. We are not in a position to require flu shots, but yes, we are encouraging them. They are available at the student health center. There are lots of appointments available.

Moderator Berry-James: There is a question about testing strategy compared to a mitigation approach, short of a campus shutdown. I guess the question is really about what is the mitigation strategy, given the emergent conditions we are operating under?

Chancellor Woodson: Others will answer this question in a few minutes, and they will chime in on the density of student housing. I think there's a lot of data that I believe will lead to more questions that will be answered.

## 6. **What Have We Learned: Covid-19 Impact and Response**

### ***Student Health Services***

*Julie Ann Casani, M.D., Director and Medical Director of Student Health Services*

Dr. Casani began by showing the epi-curve from the fall semester. "It's not surprising to see that when we came back to campus on August 10, we had cases. We had an infection on campus, as most expected. On around the 17<sup>th</sup> or 18<sup>th</sup>, we began to see an explosion of cases. The majority of the cases were in Greek Village students. Not all, but the vast majority. On the 21<sup>st</sup>, we went to online classes and on September 7<sup>th</sup>, we de-densified the residence halls. We continued to do testing. The number of cases and the positivity percentage has really dropped since then, after some control was put in place on campus."

She added that many faculty members have asked about testing. "These are the five buckets of testing that we have done in the fall and we are planning to continue in the spring. We will likely be adding testing for students returning from campus. The scope and scale of that is yet to be clearly defined, but we will be providing some of that for students returning to campus in the beginning of January. We have done over 13,000 tests on campus in total since August 10<sup>th</sup>. Five buckets of testing cohorts include the people who come into student health and also students from the campus community at large."

Dr. Casani reported, "We also have been doing cluster health surveillance, which includes the clusters that we had in Greek Village and in some of the residence halls, so that when we identify a case, we go and test around that case to their contacts so we can identify other people who may be positive, and also test their close contacts who may already be in quarantine, to see if they are positive. After the dust settled some, we instituted surveillance on the residence halls and the people who continued to live in Greek Village, even though they were perfectly healthy. We actually go there and test them routinely, and we have continued to do that so everyone can be tested every other week."

Dr. Casani then addressed the Wolfpack Surveillance Program. "We kicked this off early and it was surveillance for asymptomatic individuals. The point was to make sure that we had a sampling of people on campus, including faculty, students and staff, and just monitor them throughout the semester to see what our positivity rate was in the overall general community. Another large group is our athletics health surveillance. We follow the NCAA and ACC recommendations for testing, so our student athletes and staff have a lot of testing going on. Football gets tested three times a week since they are currently in competition, and there is a lot of other testing going on around the student athletes. We have found a positivity rate from August 10<sup>th</sup> through September 7<sup>th</sup> in Greek Village at 46%. That is very high and is not what we expected at all. It is definitely related to their congregate living. We didn't learn it, but we were reminded that this is a communicable disease and how people live and socialize is how people transmit it. Even if one or two people came back to campus within in Greek Village who were positive, it quickly spreads throughout, and then a couple of events led to a huge increase in the number of cases."

She continued, “We also found people in the residence halls who were positive, and when we went back and did heat maps on the types of residence halls that people lived in, we learned something that was pretty surprising to us. We suspected that the double loaded halls would be problematic because of the congregate bathrooms. It turns out that it wasn’t a problem. What was a problem were the traditional style suites because as we talked to students, we found out how they socialize within those suites. Students told us that as a new student on campus, they were more likely to make friends within those suites and go out and do things with them. So that became a source for infection. We had an 8% positivity rate within those traditional style suites. The risk in both the hall and the suite situation was roommate risk. In all of the residence halls, 20% of those cases were within roommates. So sharing a room is a problem. We didn’t learn it, but we had to remember that after all, this is a communicable disease and proximity matters.”

Dr. Casani reported that after we de-densified the campus, our rates plummeted. “The rate right now in Greek Village is .5% in our testing of Greek Village residents, and in our residence halls, 1.7%. There are students who are still living on campus and these are the tests within those populations. So it’s still pretty small. She spoke about the Wolfpack Surveillance program and how some of the faculty are involved in it. We have students, faculty and staff and what we tried to do when we selected the sampling was to make sure we had as diversified a population as possible so that we could then take that information and apply it to the general overall campus population. We have 63 faculty members enrolled in this initially, although our target was 100. We did not have 100 people request to be enrolled. I hope that in the spring when we continue this, that faculty will sign on because it gives us a chance to see what’s going on with the faculty. We also have staff and students involved in this as well.”

She stated that the overall positivity rate within this group was .8%, which is less than Wake County, Raleigh and the state. “We think that behavior on campus, in general, is actually healthy and healthful and people are, overall, tending to do the right things. This leads us to think that overall campus activity doesn’t lead to infection; it’s really where you live and where you commune that becomes the problem. In all of this and in our contact tracing program with self-reported cases, we have not been able to identify any classroom contact for infections. What that means is that we cannot find two people who were positive in the same classroom, even face-to-face back in August. So that gives us a lot of reassurance that what Doug Morton and his staff have done and what the faculty have done to try to control that classroom environment has been successful in controlling the infection in the classroom; it’s out of the classroom that we have to think about.”

Continuing her report, Dr. Casani added, “For those students who tested positive and lived on campus, we placed them in quarantine. We had over 1200 people in quarantine and isolation since July. The majority of those people went home, some after starting isolation and quarantine with us and then they completed it at home. Over 400 people completed their 10 or 14 days isolation and/or quarantine with us in our facilities. We used a couple of residence halls and at one point we had so much surge that we had to put people in State View. Our off-campus isolation, which was managed by Wake County, who communicates information to us for students at NC State, had over 300 people in isolation. We did find out that even supplying physical needs for those students in isolation and quarantine, they still need socialization, a lot of support and a lot of contact with us and not just their friends. As we went through these, we morphed and implemented programs to keep that contact in place. In the spring, our goal is to pull that out a little more and provide more contact and more support for any student who is placed into isolation and quarantine. We delivered quite a few meals to people in isolation and quarantine, not just the standard meals, but any special food handling that they needed. We learned a lot about isolation and quarantine.”

She added, “So for the spring, the big thing is testing strategies. We have been talking about who we are going to test. We will continue with the residential testing programs, and we will continue with testing Greek Village and the residence halls. We will continue our Wolfpack Surveillance program and we will

continue to provide testing for those students who need testing who feel they have been in contact with someone or they're sick and need to be tested or if they're just worried about it. We will continue to provide most of those buckets. We will continue our contact tracing program, and that's a way for faculty to get tested in addition to the Wolfpack Surveillance program. We will continue to do that here at student health. There's been tons of discussion about what testing modality and we are going to be able to provide multiple platforms for testing. As we roll this out for the spring, we will be able to adapt some of these strategies. I do not have all of the concrete answers for you, other than we will be testing and we will be doing a lot of testing in many ways on campus."

In terms of the vaccine, Dr. Casani reported that it is unlikely that North Carolina is going to get a lot of doses of Vaccine. "I am on the state advisory committee and we have been talking about prioritizing the scarce resource of Vaccine. Currently, the model in North Carolina which is based on the National Academies of Science, Engineering and Medicine model, is a medical risk model. That means that those who are most medically at risk will get the vaccine first. Both students and faculty and staff at higher education units are in at least tier 2, if not tier 3. So it will mean that unless NC gets a lot of vaccine, we will probably not be administering vaccines on campus before spring break. If you are medically at risk, there are other options and we will be able to support that if your healthcare providers cannot."

She added, "What is going to happen when the flu hits campus? Flu and Covid look exactly alike except for the one symptom of the loss of smell and taste for Covid. Otherwise, they might as well be the same clinical disease when you first see a patient. This will be very concerning for us so we are looking at the possibilities and we're looking to obtain the testing capacity to test flu and Covid both in student health and perhaps seven in some of our surveillance programs. The biggest thing for both of them is prevention. The same thing that keeps Covid from spreading also works for flu as well as the flu vaccine. So please get vaccinated."

Dr. Casani concluded her remarks by stating that the other thing they are looking at in student health is trying to alleviate the fear of coming into the student health building. "In reality, it's safe but the worry is that the students will not come in to get their healthcare while they're on campus."

### ***Emergency Management and Mission Continuity***

*Amy Orders, Director of Emergency Management & Mission Continuity*

Dr. Orders addressed the faculty and stated, "In campus terms, we talk about the campus being open for a matter of weeks, but we want you to know that the collaborative effort between faculty, staff and students has made a tremendous impact. Our resilience as a Pack is really good. The questions posed in the chat really speak to how these working groups form, who is a part of that and how do decisions move forward for administration to consider. We look in the category of operation planning on campus and we really look beyond campus' four walls. Our impact to the state and to the county is really because of our collaboration with so many other locations. Our footprint is very diverse. But it's not just what NC State does, it's what we do with our partner institutions to make us more impactful."

She asked the Faculty, what is the impact from the community spread as it comes to NC State? In response to that question, she stated, "We are a small microcosm within a county; we have an impact that is substantial. Understanding community spread is really at the forefront of our communications and planning. Planning is also in line with the executive orders from the Governor. As we see changes in the plan, we make those available to the campus community. We look at our programs and operations and make sure our facilities are more prepared to address the Covid situations that we know will impact us. When we move beyond the four walls, it is what we do to protect those for the people and the individuals that are impacted in our community. During the August and September timeframe, we have supplied over 500k face coverings. Making sure we can provide these supplies is really key. In concert with our facilities partners and individual department purchases, we were also able to provide well over



1,000 gallons of hand sanitizer in one gallon bottles. This is another key element to keeping the virus down. This is continuing. Our supply is ongoing and we are prepared to support our campus community well through summer of 2021. This is a great effort for a great number of people who make sure that we have the adequate supplies.”

Dr. Orders added, “Part of the community standard is that we provide this information and the resources. We share in the Protect the Pack mantra and we carry that message forward collaboratively, which means all of us carry that message forward. We make ourselves a little bit stronger with the information that we’re able to provide in our education outreach and communications. Over 13K employees, staff, faculty and students completed the return to campus working safely training for Covid 19. That is a Herculean effort and we thank you for giving that attention and feedback, which was really important. You gave us insights that we didn’t necessarily consider, perspectives that would have been unique to your situation, and giving us more information that makes it applicable to all of our campus constituents. The Covid education continues. We continue to learn and grow and be impactful and proactive on campus. This matches what we do in partnership with our public health officials, our campus officials, anyone else to help make us a stronger force and being able to protect the local community as well.”

She continued, “Our preparedness extended beyond training, supplies and conversations. We invited over 140 attendees to participate in two different campus emergency preparedness exercises, which was sponsored and asked for by the UNC system. All 17 schools were asked to have a collegial and collaborative conversation; what if, how come, how will you do? No matter how many questions were asked or how many times we reviewed the scenarios, we always say that we can review more. You should never take an emergency situation for granted and not learn from it. We learn from it exponentially on a daily basis and we continue to be strong and grow from it. We will do a second set of emergency preparedness exercises for campus and will open it up for faculty, staff and students to participate again in January of 2021.”

Dr. Orders added that it is also looking at the data and having an external dashboard that resonates what we internally on campus are addressing. “Whether it’s through student health or outreach or education or preparedness, our external dashboard gives a snapshot of what our campus is impacted by. Dashboards give you a moment in time and help us prepare for those next sets of questions. Our dashboard reflects a lot of the questions that I’ve noticed in the chat. This is an arduous program and set of tasks that we talk about every day. We take nothing for granted and are prepared for any conversation. We fully expect the case counts to continue as Covid persists in our community, but we take more strides every day to make sure we are addressing that.”

Dr. Orders concluded, “When we return to the campus in the spring, there are many things to consider. We talk about operations, structured engagements and how we do it, we limit the gathering size, we invite external patrons to campus but we don’t overburden our ability to be receptive and responsive to the needs of those individuals. We will continue to support students in a quarantine and isolation capacity and we know that we have to do heightened surveillance, conversation, supplies and everything as we need to address those ongoing concerns and comments. But we think the intersection of all of our operations groups and different partners on campus, we have space preparations, guidance, intentionality, plans, conversations, and we partner with so many different groups. There is also an opportunity and a seat at the table, depending on what you would like to be engaged with. Our operations teams meet up to three times each week, sometimes more, but we think this is the best way to keep the conversations current and keep your concerns and our questions on the front burner. Keeping ourselves informed, keeping our seat at the table with our community partners and campus stakeholders, and the community at large, is going to make us more prepared as we return to campus. We all take our turn and make the rounds – we like to be a part of your conversations because then we know what your questions are. As we continue to plan and move forward, we intend to be transparent and engage with you. We welcome you to our 8:15 coffee gatherings if you’d like to be a part of those

conversations, but we want you to continue to ask the questions that you're most curious about because that's the best way for us to continue the conversations forward."

### ***Campus Response (Facilities)***

*Doug Morton, Associate Vice Chancellor for Facilities*

Associate Vice Chancellor Morton began his remarks by assuring the faculty that whatever the facilities division can do physically to make everyone more comfortable in executing their job is what they are going to do. "I learned from last semester's effort that collaboration is a delight. Whenever we were able to get into a space with a faculty meeting or a college administrator to talk about what your needs were, it really empowered my group to do as much as they could do. There were no barriers that we couldn't get through. What we are trying to do this next semester is increase that collaboration. We did a great job with the 110 classroom where instruction takes place, but we didn't do such a good job with the 210 class labs. That's a department managed space and we don't have the same type of interface with those spaces. So we have tried to create that opportunity between faculty and in my division, to look at those spaces and to see are there ways that we can enrich the student experience safely by doing something different in those 210 spaces. We met with the College of Sciences yesterday and the invitation is up for any college or department to invite us out to take a look at your spaces to make sure that the distance that we create in those spaces is appropriate, any barriers that you think you need we can fabricate those. I didn't know how much Plexiglas we could buy, but we bought a lot of it."

He continued, "Also, are the spaces clean enough for you? We think they're clean enough, and as Dr. Casani or Dr. Orders might talk to, the idea of surface transmission was really played up in the beginning of the pandemic, and we haven't seen that play out as a transmission source throughout the pandemic. We are standing by to clean as needed, but we are not seeing that as an essential task, as we may have seen it back in the summer. Outdoor space, I've had some questions about that. You've seen some tents both on Centennial Campus and north and central campus. A lot of those are going to come down over the next few weeks as we finish up the flu vaccine program, but we are ready to put them back where you think you might need them. We have a great relationship with the vendors to do that. Come January or February, we're thinking we might need some heat in those tents, so we are fashioning some mechanisms to make sure that we can keep you comfortable so you'll use that space and also keep the air flowing in there."

AVC Morton added that the idea of indoor air quality consumed them for a couple of months; academic writings and people were pretty frantic about how the disease is transmitted. I don't know how many webinars I attended and how much I got into mechanical engineering, but our team learned about indoor air quality, we looked at every building and every classroom that we were going to use. Some of those we closed off because we couldn't bring the kind of air quality to that space. Those we thought we could augment, we did. We brought in HEPA filtration into those classrooms. I think the faculty we interfaced with were satisfied with that environment. We are ready to do the same thing again if there are other issues that you might have concerns with.

AVC Morton concluded, "The last thing I want to talk about is the community standard. That's not just a standard that falls at the foot of the student; it falls on all of us. I've got 850 employees, and it was really tough starting in March with all the confusing dialogue around the country about what to do to get my staff to abide by that standard - social distancing, one person in a truck, wearing your mask, washing your hands. I don't say we're at 100%, but we're pretty close now. We've had a couple of cases that came into campus from our employees, but it didn't spread because we had the support of student health to do contact tracing and cluster surveillance. Those cases reminded my staff of how important it is to follow that standard. So if you see people from the facilities division, they should be following that standard. If you don't reach out to me and we will give some more instruction. But I am proud of what the team has done to prepare the campus. We look forward to the challenge of making it better for the

spring. The way we will do that is consulting with you all, in your spaces, and meetings the needs that you have individually to accomplish your tasks.”

### **Questions and Discussion**

Moderator Rajade Berry-James: A couple of questions for the Chancellor and Provost regarding the issue of international students and whether or not there was some additional information that could be shared with faculty today about some of the challenges that international students were facing coming to campus. Can that be resolved by the spring?

Provost Arden: I'll divide that into two groups; one is the international students who are already here and the second is international students who are admitted and trying to get here. On the second one, I had already mentioned that many of the international students could not get VISAS at all because the embassies aren't open and there's nobody there to process VISAS. So with new international students coming to campus, we are about 1000 less than the same time last year. With respect to international students that were here, we are trying to be very sensitive to their needs. One of the criteria for being allowed to stay on campus in residential housing throughout the summer was if you are an international student and you didn't have anywhere else to go. The office of international students under Beth James is really doing an outstanding job in constantly reaching out to those students to provide support and give them information. Of course there are all kinds of executive orders as to how long international students can stay and they will have to work through the rule-making and most likely legal challenge and otherwise. So are we concerned about some of these executive orders or pending rules, such as the one that says international students can only be here four years? I expect there will be legal challenges to those. This has been a constant flood of directives and executive orders and so forth, and I will give a lot of credit to our office of international students who have worked really hard to stay on top of that. We are very sensitive to those international students that are already here.

Chancellor Woodson: NC State has been very engaged with a lot of our higher education organizations like the American Council of Education, the APLU, and we've joined in more recently in a communication from the AAU with regard to this more recent rule-making around a limitation on the number of years international students can receive a VISA. So your university has been very engaged in trying to weigh in on these issues when they come up. I give a lot of kudos to the staff in international affairs because they've been very hands-on with our students who are here on campus and applicants that are trying to get to campus. There's a lot of mis-information out there as well. Consulates were opening back up, but I'm a bit worried now with the growth of the virus around the world, we could get back into an environment where American consulates around the world where our students need to go to get their VISAS are going to close down again.

Moderator Rajade Berry-James: Several faculty members asked questions about a Covid Advisory committee, particularly the way in which campus communication policies are shared, the way in which messaging is done, regarding the fast-paced changes that are necessary, the way in which a comprehensive type of testing is done or planned for the campus. So could you speak to any priority areas or anyway you anticipate bringing the campus together using multiple stakeholders to advise you or others?

Provost Arden: Very early on in the pandemic Dr. Casani has been meeting with a group of faculty across the university of various expertise in virology and epidemiology, and industrial and systems engineering in an informal advisory way. Dr. Casani can speak to it, but I think it's been very helpful and very useful. While we don't have a formal faculty Covid Advisory Committee, Hans participates every week in the Executive Briefing, which is for university leaders linking various components of the campus response to Covid, along with the Chair of the Faculty and the Chair of the Staff Senate. Those are the structures we have in place, along with multiple discussions that the Chancellor and I have on a regular basis with faculty groups. We do not have a formal faculty Covid Advisory committee.

Chancellor Woodson: We have a lot of inconsistency in communication from the system office around many of the issues, so there was a multi-layer challenge associated with all of the communication. Brad Bohlander is working hard to make sure that we are more strategic going forward. Brad will speak to that.

Brad Bohlander: I think in the fall, if anything, we heard that we were over-communicating as a campus, partially based on our decentralized structure and just the fast-paced change and trying to keep up with that. From our office, we worked with partners to edit more than 400 communications that went to various campus publics. This semester we are in a much better place with our planning, our coordination and our partners across the campus. We work closely with the Provost's office to communicate to faculty with various offices around students and staff, parents and other key publics. We have established committees to ensure we're being very coordinated and collaborative, and really focus more on a strategy where we're going to focus on key information through the right channels, through the right publics, and making sure folks on campus are working together and sharing resources and strategy. We believe the end result will be a better impact on the communication that each of you receive. We will continue to do the broad communication centrally, and work through our partners in the College and units for a specific public such as faculty, students, staff, parents, different groups that we communicate with. We are off to a strong start and you should start seeing the fruits of that in the next week or two.

Moderator Rajade Berry-James: Campus planning, priorities and pivoting is a really important perspective. So many of the faculty ask questions about the percent positive in different cohorts, the capacity of testing, hospitalization with respect to severe illness, and faculty inclusion in the surveillance testing program. Is there any insight on how faculty can get involved? What kind of hospitalization rates due to severe illness have been seen on campus? Have we reached our capacity to implement the surveillance program?

Dr. Casani: I think, overall, currently in our residence halls and in Greek Village, it's about 1% positivity rate. In our Wolfpack surveillance program it's about .8%, and in our cluster surveillance, which includes that huge outbreak that we had, it's about 30%. I don't have the number for athletics. They do a lot of testing. In terms of hospitalizations, we don't get direct reports from hospitals because it's HIPAA-protected information. But we do hear things. What we think we know is that there have not been many serious illnesses in our students. We had one distance education student pass away over the summer from Covid-related complications, but as far as I know, there was no connection to campus. We do have a couple of students that I know are being followed for cardiac involvement, maybe three to five people who are being followed. Some are athletes and some of them aren't. Most of them have minimal, if any, symptoms. It's been a pretty minimal disease. I would say close to 60%-75% of the students did not have any identifiable symptoms. They came positive; that's all they knew.

Moderator Rajade Berry-James: There are several people who asked how do faculty know about the surveillance program and also can the information be shared with faculty about the testing surveillance program that's focused on faculty.

Dr. Casani: Once we start up again, we will blast it out to sign up. We will send it out through the Faculty Senate, we will send it out through colleges and departments, and it will be on the Protect the Pack website. The data is also on the website. It's all there, so please keep looking for that.

Moderator Rajade Berry-James: Regarding the "knock and talk" program, the asker underscored the way in which police interact with the Black community. Is there additional information you can share about that?

Interim VC Zapata: This really is a combination effort between our office of student conduct and also

administrative positions in our division. This is not University police going and knocking on doors; this is us really going and trying to have an informal impact on student behavior.

Chancellor Woodson: One of the things that I did at the beginning of this semester with Dr. Mandy Cohen, the Director of DHHS, II co-authored a letter with her to all of the owners of apartment complexes where our students tend to live. She reminded the owners of their responsibility to adhere to state mandates with regard to gathering size, and I reminded them that if we were aware of student behavior that was inconsistent with our community standards, then the students could be held accountable for hosting a party that was outside the gathering size limits, etc. I think that has had some impact. I wouldn't presume to assume it had a great impact, but it did at least remind them that from a DHHS perspective and the university that we did have some authorities here that we would exercise.

Moderator Rajade Berry-James: Where can faculty find information about lessons learned, especially with respect to the way in which we maintain mission continuity and we address student behavior, and also articulate the campus surveillance or testing program? Where can we find that collective information on our website?

Chancellor Woodson: We have amazing data. We know a lot about the challenges that we faced in residence halls, we know the types of residence halls where there are challenges, and we are using that information as we are thinking about having a limited number of students able to come back and live on our campus. Your point is well-taken about a central repository, so I'll ask the team to answer that.

Dr. Orders: There is a work in progress. It's a dynamic document; it's not finished because it's a perpetual learning experience. Between the various intersections and departments and Brad's team with University Communications, we maintain a series of grassroots efforts documents and lessons learned off the Protect the Pack website. We have been trying to harmonize a document that we can share, and as we build communication strategies for spring, some of the lessons learned is where we start those conversations. So yes, we can provide that very succinctly, but right now they're scattered throughout the Protect the Pack website. Every time we learn from a lesson, we don't keep that information in the pocket, we put it out, we make better practice decisions, and we move forward.

Chancellor Woodson: When we were in the height of dealing with infected students, quarantined and isolated students, we had a large number of employees and volunteers that were interacting with those students, that were moving them from the residence hall to isolation; people in dining halls that were feeding students, employees that work in Doug's organization that were cleaning residence halls. We learned a lot about the ability to protect those individuals because we had no community spread among the employees that were taking care of all of these students. So it's just reinforced, for me that the standards that our employees are working under and the standards we hope our student will adhere to, really do work. Julie mentioned how many students we had. Think about the logistics of Charlie Maimone's team in dining and Lisa's team in housing and student health of managing the movement of those students. We have learned a great deal about congregate living.

Moderator Rajade Berry-James: What are the mental health concerns, as we all together, as a Pack, work through the pandemic? What are the concerns that you see for faculty or students, students on campus, how we have services available, how we support our Pack, given the uncertainty of the Covid-19 crisis?

Chancellor Woodson: Katharine has been working very hard on this with faculty. It is probably that I hear the most about from parents. I get multiple emails every day from parents whose kids have come home that are struggling with online education or struggling because they've lost their social network. They're bummed about because they're not having the college experience they've always dreamed of. We know it's also true of faculty that are under a lot of stress, not only delivering their course content, carrying out their research, but also with children at home and pressures in their families. So it's just a

critical time for us all to remember that everyone that we interact with has issues that they need people to lean on. As we think about the spring semester, I'm so grateful for the faculty that have reached out to students and said 'how are you doing? Are you getting the information?' And also, reach out to one another. I sit in the office all day; we all miss the interaction that we're accustomed to. We are doing everything we can to think through it and provide counseling, get our wellness and rec center back open safely, and think about strategies to keep our students and our faculty engaged with one another.

Provost Arden: It is a very important issue and it does affect faculty, staff and students; the whole community. Our counseling office is doing an extraordinary job. Despite the fact that we have dramatically fewer students on campus, we have pivoted to online counseling. The number of counseling appointments is almost the same as it was at the same time last year. Our counselors are doing an extraordinary job and we expect that will continue. I wanted to mention that the Institute for Emerging Issues is hosting an online symposium on this topic toward the end of the month. There is some evidence that nationally, the overall rate of mental illness has gone up almost 400%, and severe mental illness is almost 700%, particularly in younger age groups. So this is really a second pandemic, if you will, and is a very significant thing. Although we put a huge amount of effort into online delivery of instructional content, I think we could have put a lot more effort into online co-curricular activities, and forming ways that students and faculty can support one another. Not necessarily to do with instructional materials, but simply to enable folks to form networks that would support one another and give them that experience of an on-campus college environment that we all miss so much. I think we can step up there. Hopefully we won't need as much of that in the spring, but there will still be some of that in the spring.

Interim VC Zapata: The only thing I would add is that we really have learned, both through the counseling center and through Dr. Casani's work with her team, is that the telehealth tool is an amazing opportunity and one that we will continue to use well after the coronavirus. With the counseling center, we've been able to translate every single service that we did in person into the telehealth environment, whether that's individual counseling, group counseling, workshops, etc. We are really proud of that. To speak to the engagement, it's been really difficult in the fall when we have the maximum numbers that we can gather, it's been very difficult to have the in-person interactions that we wanted to have, and we are so looking forward to the time when we can have more in-person experiences. We will continue to work with our partners across campus, with the Deans across campus to provide both curricular and co-curricular opportunities for engagement.

AVC Morton: We have utilized, in the facilities division, two resources that I think are remarkable. One is the wellness program from University Wellness and Recreation. We have had somebody come and speak to our team and offer lots of options for improving our wellness and self-care. The other is the Faculty and Staff Assistance Program. That is something that every one of us is able to call upon in this pandemic environment for assistance in getting our lives righted; kids at home and all the aspects of your life that are kind of out of whack, that program is available to us too. Three visits on the house.

Chancellor Woodson: This is a really difficult time for junior faculty, and I think it's really important for all of us to think about the challenges our colleagues have. It's true for all faculty, but imagine those of our colleagues that are in the early stage of their career, trying to establish their scholarship, trying to establish their professional lives, and it's in the middle of this pandemic. They can't travel, they can't participate in their scholarly conferences, etc. So I hope we will all be thoughtful about the way we consider the productivity of our faculty through this kind of difficult time. I know Katharine is working with a lot of faculty to think through some of these things.

Moderator Rajade Berry-James: There were housing updates in terms of utilization for the spring, and then also updates for a couple searches on campus. Can you update faculty on those two issues?

Interim VC Zapata: The plan is for single occupancy in the residence halls in the spring. The maximum we

can have is 5600-5700 students. We will not have that many. Yesterday was the deadline for priority housing, so at the second we have 4188 students who want to live in the residence halls this spring. We will still continue to accept applications. We will release the assignments on October 21st. Between our residence halls and our Greek housing, we will probably have 4600-4700 students on campus.

Provost Arden: I have three leadership searches to either complete or start this academic year. The Vice Chancellor and Dean of DASA; we had three excellent candidates for this position and since that time, I have met with the search committee, I have reviewed all the qualtrics survey data, I've made reference calls, and I would expect to make significant progress and maybe announce it within a week or ten days. The next search is the Dean of Humanities & Social Sciences. Dean Braden is stepping down at the end of this year and we are in the process of putting that search committee together now. I have asked for input from all the department heads, recommending groups of faculty to potentially serve on that committee. I'll be putting that committed together over the next one to two weeks. Dean Hoversten has agreed to Chair this search committee. Then as many of you are aware, Dr. Louis Hunt will be stepping down after a long career in Enrollment Management and Services. I have to put together a search committee to try and find a replacement for Dr. Hunt - and that will be very hard. Those are the three searches that are on my radar this year.

Moderator Rajade Berry-James: What does NC State look like post-Covid? Do you see any changes, can you make any predictions, do you think that with respect to mission continuity and mission critical will change the way in which we do things?

Chancellor Woodson: I've said from the beginning of this to my colleagues in the Cabinet and to the Deans that we don't want to waste the crisis to not learn from our experiences. There are definitely things that we're learning about ways that we operate virtually, the way we operate the University in the middle of this pandemic. I think it's too early for me to predict what the university will change. I think we're certainly learning a lot about people's ability to work remotely, and we're learning a lot about people's lack of ability to work remotely. So in some cases we have some productivity challenges. As I talk to CEO's around the country, and I do monthly calls with companies that have significant employees on Centennial Campus, and almost to a company, they all say that they're getting their work done, but people aren't enjoying it. That the innovation and the creativity associated with their organization is really taking a hit because of remote work. So they've learned a lot about being productive remotely but they've also learned that it's a challenge for employees. I think there are very similar issues that we face.

Provost Arden: There's no doubt that this will change the way we work. The question is to say exactly how it will change. If I look at instruction, historically we've always delivered about 10% to 12% of our instructional content online. I would see that after this it will probably be more, maybe 20% or 25%. I can't tell you, but I would consider that it will go up significantly because we can provide very high quality instructional content online and it really does suit some students to have a mix of face-to-face and online content. One issue that VC Maimone and I have discussed is that up till now we've made the assumption that all employees need a space on campus and we all need to be here all day, every day. We are realizing that is not the case. In fact, some proportion of us could work very effectively from home at any one point in time. We spend many millions of dollars each year recognizing additional space over and above the physical footprint of the university. Would this be an opportunity to free up some of those resources? It's a lot of money.

VC Maimone: We've learned a great deal about space utilization and I think there's more to come in that arena for sure. As well, I think we have been tested on the technology side and we've applied a great deal of technology to some of the systems that otherwise we were doing in person or on paper. That, I think, may be one of the most transformative things; our ability to use electronic signature, electronic authorization, and communicate with people effectively wherever they are. We have a lot to learn, but it's been very interesting to make some of these adjustments.

Moderator Rajade Berry-James: Do you have additional information about how to protect folks who are going to be face-to-face in the spring?

Provost Arden: We have known for a long time that Covid can be aerosolized. That's why one of the greatest barriers is face masks and Plexiglas. I don't see us moving away from a mandatory face mask indoors for everybody, certainly through much of the spring semester until we have an effective vaccine or otherwise. It doesn't seem to be as much of a risk as we were initially worried about with surfaces and contact. It would appear that by in large, good and frequent hand-washing is pretty good and even though you might want to wipe down surfaces, surface transmission has really not become a major part of this. We have witnessed almost no building-based transmission. By that, I mean there are always concerns that people using the same corridors and stairwells and elevators and having the same air handling system would lead to widespread transmission within a building. That pretty much didn't occur. What we found that you could have significant transmission within a suite or an apartment, but there was almost no transmission horizontally on the same floor of the apartment or vertically between floors of the building. So it was pretty much limited to person-to-person and face-to-face contact for some period of time.

Dr. Casani: I agree. I think that we may see it as we open up more and more places and we do congregate more and more, but right now while there may be some aerosol threat, it's not the most significant way that it's being spread. With a lot of the work that Doug and his groups have done in terms of creating barriers in the classroom, the distance between students and the distance between students and faculty and the face coverings, I think those will help a lot. And removing people who are sick or potentially contagious as well -- that's where our testing strategy comes in. Since it's all layered, I think the more layers you have, the more prevention there will be. Will it be 100%? No. It's a pandemic. But it will be good.

AVC Morton: We are looking at the outdoor air being brought into the building. Most of our buildings, the systems are designed for that to take place. We have extended the amount of time that outdoor air is brought in. It has lowered our efficiency, but it's really raised our quality of air. In buildings where we could not do that, we did not hold classes. We closed those places down and locked the doors. We are aware of all those spaces and we will continue to look at that. We are following the science to see what is really meant by aerosolization and will it travel through a ventilation system. We have increased our filter density and have taken into account all of those things and will continue to look at that issue.

Chancellor Woodson: There's a lot of human behavior here. Four guys can't sit together in a residence hall room and play poker for four hours. If one of them has the virus, all four of them have the virus at the end of that evening. One of the things that we learned from our students is they said well, I'm in my room. Yes, but you've got three other dudes in the room with you. It really does matter if you wear a mask.

Moderator Rajade Berry-James: Faculty are asking about spring commencement; dates, planning and that kind of thing. Is there any information about spring commencement right now?

Provost Arden: There is a date on the upcoming spring calendar for commencement. We should be releasing that very shortly. With respect to a combined commencement for last spring and this fall, I will ask the Chancellor to talk about that.

Chancellor Woodson: An announcement just went out today. We are holding a virtual commencement celebration for all the 2020 graduates, whether last spring, summer or at the conclusion of the fall semester. That will be held on December 4th at 6:00 p.m. EST. It will actually afford us a really great opportunity to have more involvement for students and more student voice in commencement. It's not the same, but it will be impactful.



**7. Issues of Concern (IOCs)**

- a. Issues of Concern are assigned to the appropriate committee. Minutes from each Committee (Academic Policy; Governance, Communication and Recruitment; Personnel Policy; Resources and Environment) are posted on the Faculty Senate website so progress on IOCs can be monitored by all. New Issues of Concern may be presented by emailing [Faculty\\_Senate@ncsu.edu](mailto:Faculty_Senate@ncsu.edu) or by contacting one of your College's Senators.

**8. Adjourn**

The meeting was adjourned at 4:35 p.m.