

**NORTH CAROLINA STATE UNIVERSITY**  
**Minutes of the Faculty Senate**  
**March 23, 2021**  
**3:00 p.m.**

**Regular Meeting No. 11 of the 67th Session**

**Via Zoom**

**March 23, 2021**

**Present:** Chair Kellner; Associate Chair Sannes; Chair-Elect Berry-James; Parliamentarian Funkhouser; Senators Ashwell, Bass-Freeman, Bernhard, Boyer, Carrier, Collins, Darhower, Duggins, Erdim, Flinchum, Gerard, Ghosh, Gunter, Isik, Jacob, Jordan, Kirby, Kittle-Autry, Koch, Kuzma, Kuznetsov, Little, Lunardi, McGowan, Nelson, Nicholas-Parker, Pinkins, Reiskind, Riehn, Taylor, Thuente, Vincent, Williams, Yoon, Zagacki

**Guests:** Warwick Arden, Executive Vice Chancellor and Provost; Roy Baroff, Faculty and Staff Ombuds; Katharine Stewart, Vice Provost, Faculty Affairs; Marc Hoit, Vice Chancellor, OIT; Paula Gentius, Chief of Staff & Secretary of the University; Chet Dilday, Chair of the Faculty, Fayetteville State University

**1. Call to Order and Announcements**

*Hans Kellner, Chair of the Faculty*

Chair Hans Kellner called the meeting to order at 3:00 p.m.

- Tomorrow is the day of giving and that's the day when we give. It is a day dedicated to fundraising for the University
- Wednesday, the 24th of March is also a wellness day, and on wellness days. If you go to the wellness day website, there are many fascinating things, including a coloring sheet that you can download and get your crayons and color it and then, I'm guessing, enter some sort of a contest. There are also recipes of which the ratatouille looked doable.
- The final word on commencement has not yet been spoken, so everything I'm saying at the moment is for the Faculty but is to be taken as sort of hypotheticals at the moment. This could all be subject to change, as we know. The plan is to have two outdoor commencements; one on the 14th one on the 15th of May. They will each feature 16,000 per event. As I understand it, in Carter Finley stadium. Each graduate will be given four tickets. This will all be by reservation with faculty at both of the events.
- Our friend and University Ombuds, Roy Baroff, was honored recently by the NC Bar Association Dispute Resolution Section with the 2020 Peace Award. Congratulations to him.

**2. Approval of the Minutes, Regular Meeting No. 10 of the 67<sup>th</sup> Session, March 9, 2021**

*Phil Sannes, Associate Chair of the Faculty*

Associate Chair Sannes called for a motion to approve the minutes for the tenth meeting of the 67th Session of the NC State Faculty Senate. A motion and second were made and the minutes were unanimously approved.

### **3. Chair's Remarks**

*Hans Kellner, Chair of the Faculty*

Chair Kellner spoke first about a matter that's being discussed among the Chairs of the Faculty across the system, which is HB 243, a proposed piece of legislation. "It has for its goal to authorize the system President to authorize furloughs and reductions in salaries without the campuses going through the current authorization process, which has a number of parts to it. It seems to be, in part, a move to add to the presidential prerogatives here, and to lighten a load and streamline the process in a way that will centralize things more. There's also more to this law than that such as there are things for early retirement, etc. I am hearing that this was all worked up at a time when it appeared that the financial situation would be more dire than it has that it seems to be."

He added, "The issue here has to do, perhaps with what we might call system culture. In tandem with an issue we will be discussing later, namely the Presidents of the system's role in appointing and choosing Chancellor and Chancellor searches. Together, these things seem to move in a certain direction that we certainly ought to be aware of and ought to be thinking about. I am not going to argue one way or another, but I do think that it does have to do with what we might call system culture and we need to be aware of it." Chair Kellner continued, "One more thing having to do with campus culture, something that I am by no means expert on but yesterday I sent off the report of the Faculty Senate to the Board of Trustees, who receives a report from the Senate every meeting, alternately the plenary group or the University Affairs Committee. I have found over the years that there's no real communication going on there. I have never had a question and have not received much attention. I think this is an issue of campus culture."

Chair Kellner continued, "So here's the final paragraph of what I wrote. 'As my second term as Chair of the Faculty is coming to an end, this may be my last report to the Board. Having written more such reports than any other Chair of the Faculty, I would like to express a wish that in the near future, the Board will draw closer to the University faculty in ways that are mutually beneficial and legally appropriate.' So that's where that stands and that's my contribution to University culture today."

### **4. Provost's Remarks and Q/A**

*Warwick Arden, Executive Vice Chancellor and Provost*

Provost Arden brought greetings to the Senate and stated that the Chancellor released a couple of memos, one of which was the plan to return to normal operations this fall. "By that, we mean that the vast majority of students and faculty will be back in face-to-face instruction, our residence halls will return to full occupancy, and we expect a relatively normal staffing of offices and the workplace and relatively normal operations of dining libraries campus recreation." He added, "We have to keep a close eye on any resurgence of the pandemic, but at the moment, the numbers in the state overall look pretty good and the numbers on campus look exceptionally good. We are literally getting ones, twos and zeros frequently in terms of cases on campus on a daily basis. We will have a transitional summer; it's bound to be more normal toward the end of summer, and then really look forward to having a close-to-normal fall. I hope folks who haven't been vaccinated are registered to be vaccinated at our NC State Vaccine clinic that opens up this week. Dr. Casani sent photos of the vaccine as it came in today. It was placed in the -70 degree freezer. We received 600 doses of vaccine today, 300 Moderna and 300 Johnson & Johnson."

He continued, "We plan on embarking on that vaccination program pretty quickly. We can probably do somewhere between 200 and 300 a day, so the 600 we will receive this week is nowhere near our capacity. What I can tell you is that over 10,000 faculty, staff, and students are registered for the vaccination. The first group will be those over 65, those who are designated as group one in NC State

return to campus spring plans, and any individuals with pre-existing conditions. I believe there are about 2000 of the 10,000 registrants that meet those criteria, and I know Dr. Casani hopes to open this up for all individuals on campus very quickly thereafter. So the vaccination clinic will be in Talley, and I know there's been a lot of work going into getting that set up. Once again, all faculty, staff, and students are eligible once we move through those first three categories, which I don't think it'll take that long."

Provost Arden added, "As Hans mentioned, the Chancellor also sent out an announcement about spring commencement on Friday, May 14<sup>th</sup> and Saturday, May 15<sup>th</sup>. At the moment, as it had been indicated in that announcement, all other College and departmental level events will be virtual and there may be some minor exceptions to that. But in general, all other events will be virtual." He continued, "Some leadership searches are underway and I like to keep you updated. We had three outstanding candidates for the Dean of Humanities and Social Sciences. I will be getting the survey results and meeting with the nomination committee at the end of the week. I hope to have a decision and begin moving forward on that as early as next week."

He continued, "I met with Senior Vice Provost Duane Larick, who is chairing the search for the Senior Vice Provost for Enrollment Management and Services just the other day. They have already conducted the first round of interviews and presented me with a recommendation for four individuals to bring to campus via Zoom. I think we have four outstanding finalists for that position and so I'm excited to move forward with that position shortly." Provost Arden stated that many of the Senators know Barbara Mulkey, who will be retiring as the Director of the Sheldon Leadership Center on May 1<sup>st</sup>. "She's led the Center for five years and has done an absolutely extraordinary job. I will be looking to fill that position very shortly. Senior Vice Provost Tom Miller will step back on July 1st from his oversight of the DELTA and the McKimmon Center, as well as Entrepreneurship to focus on entrepreneurship for the duration of his career. This is something that has been very important to Tom. Something that he wanted to do is spend his last time at NC State after many years, focusing on entrepreneurship. So I will be looking to fill those roles."

Provost Arden reported that he was going to mention House Bill 243 because it's on a lot of folks' minds. "Hans has already given an overview of that. He is correct inasmuch as every year the Board of Governors has a series of legislative requests which are considered downtown. This particular series of legislative requests was developed at the peak of the pandemic when we thought we were going to be in way more serious financial difficulty. That is not the case at the time. The State is in good physical shape, with over \$5 billion surplus cash surplus, as well as strong economic forecasts. So the likelihood of significant budget cuts going into the next year is extremely small. I can only relay that the UNC System office has stressed that there are 'no current plan is to utilize any of the flexibilities requested in this House bill.' And the flexibilities revolve around temporary authority to implement salary reduction, flexible leave and general HR issues that give the System a lot more authority than is currently the case. Also, authority to implement an early retirement incentive program, statutory authority for the President of the System to approve a reduction in force without the need for approval. But just to repeat, what I am told is there is no intention to implement these authorities should House Bill 243 pass anytime soon. We are in a very different economic situation, one that originally was perceived back in the peak of the pandemic."

### **Questions and Discussion**

**Andrey Kuznetsov:** You mentioned that Dean Martin-Vega is up for review this year. So when will this review happen?

**Warwick Arden:** That is under discussion at the moment. Frequently, if a Dean is considering stepping down within a few years, we'll discuss the need for a comprehensive five year review so that's under discussion at the moment.

**Philip Sannes:** I've got a question from the box. What kind of safety measures are being taken for the planned commencement ceremonies on May 14th and 15th.

**Warwick Arden:** Obviously given that we will be gathering in an athletic stadium, we will be following all the guidelines and rules from the Governor and the State about limitations at athletic events. There will be a limited number of guests per student. Guests, including students, will be spread out with appropriate social distancing, there'll be compulsory facemasks. I know that Dr. Hunt is shooting for a limited time - one hour to one and a quarter hours per commencement versus the usual two to three hours. I know it is not planned at the moment that doctoral graduates will walk across the stage, and there will be a limited number of people on the stage at any one point in time. So those are some of the things that I know. Obviously it's an outdoor event, and we will all be hoping very much for good weather. Otherwise it's going to be a bit of a miserable Commencement, or let's say a mixed commencement. Hopefully the weather will hold and we will have a great outdoor event – a safe two events.

**Stacy Nelson:** Did you say that if the HR Bill does pass we still would not have to abide by it?

**Warwick Arden:** What the System office and what President Hans' office is saying is that even if the House Bill 243 passes, granting those additional authorities to the President and the System office, there is no immediate intention to utilize those authorities. It was originally sought, those additional HR flexibilities, at a time when we thought the budget was going to be far more challenged. At the moment there is no indication that next year's budget will be significantly challenged.

**K Vincent:** Can I ask a question that's also related to that bill? If there's not much chance that it will be implemented, is the Board of Governors still that interested in getting it passed by the legislature? I mean, potentially, it could have quite significant consequences in a different context. If the point of its use has passed, then perhaps there should be some opposition by the Board of Governors about getting it passed at all. I'm worried about the centralization of authority.

**Warwick Arden:** You know I can't speak on behalf of the Board of Governors. All I can tell you is each year the System office and the Board of Governors proposes a legislative agenda, which then goes into play downtown. This is the result of that. What I can tell you is that it is being made clear by staff of the System office when they are downtown discussing this legislation, and even legislators when they are discussing this legislation, that there is no immediate intent to use these authorities. But whether or not the Board and the President are still committed to moving forward on this, you'd have to ask them. I can't really speak for them.

## 5. Remarks – Chancellor Search Policy

*Chet Dilday, Faculty Senate Chair, Fayetteville State University*

Chair Kellner introduced the next agenda item and introduced the guest speaker. "Our next point on the agenda is Chet Dilday, the Chair of the Faculty at Fayetteville State University. He is a member of the Faculty Assembly, where I have known him for years. He is an Associate Professor of Social Work, and he is here to talk about the procedures of the Chancellor's selection at his University. It is clear that he is not here in any way to argue with the selection, but rather to talk about the procedure."

Professor Dilday thanked the Faculty Senate for the time on the agenda. He stated that he is not here to talk about the Chancellor that we have in place, because in his duty as Chair of the Senate, he will need to work with him as well as he can to carry out the mission of the University. He stated, "So the "Hans Rule" gave him or his successor the ability to insert names in a search. Supposedly, because we were already working on searches, ECU and FSU were exempted from the new rule and It was a little bit different what

happened at FSU, as opposed to ECU. I have talked to the Chair there at ECU, and they're not happy with how their search went, but at least they weren't treated like FSU, an HBCU. Here's what happened. Let me start by saying that I can't really tell you, because I signed a very severe document about how much I was allowed to talk about, so I am about to tell you what I read in the media about the search, not what I actually saw. This is what I read in the media, since I cannot tell you exactly from my own experience. The committee selected six from around sixty candidates. The committee sent five of the six to the Board of Trustees. The Board of Trustees added the very one person dropped from the original six, and that is the one that President Hans chose. So that is the end of my show."

He added, "This is a done deal, but let me make another thing clear. It turns out that actually from the present rules, the Board of Trustees from Fayetteville State does have the ability to do that. But I read in the media that they had a special visit after the committee sent the five. They had a special visit from President Hans and then they decided to, as they can, send whatever names they want to and ignore the wishes of the committee. We had several faculty on the committee, with stakeholders from all over, and we spent months and months during Covid – many Zoom meetings and it was incredible the amount of work we did. So just the bad faith of having us do all of that work."

### **Questions and Discussion**

**Hans Kellner:** You mentioned the Board of Trustees. What was the relationship of your Board of Trustees to the search committee?

**Chet Dilday:** We send our selection to them, then in normal times, they would choose from those people and send that on to President Hans. But they didn't go with that. We have looked up things from SACS and from AAUP and found that something similar to this happened at the University of South Carolina. SACS did an investigation and they did end up with that selection going through. But they had to re-do their search policies, working with SACS. We are trying to have something like that happen. We also looked at the AAUP ideal designs for Faculty Searches. AAUP policy has said for many years that when a search committee sends names to a Board of Trustees, even if the Board of Trustees doesn't select the top selections from the committee, they should under no circumstances accept one that is not recommended by the Faculty. I read in the media that the Faculty representatives on the main search committee and the ones that actually interviewed people on campus, or mostly on Zoom, that person was rejected also by the student subgroups and the alumni subgroups. So all of the committees and subcommittees involved rejected that very particular person – as I read in the media – and then the Board of Trustees went ahead, after talking with President Hans, and selected him.

**Hans Kellner:** Do you, as a person who is now experienced with this, have any suggestions about what other groups can do down the road, understanding that administrations do change in time and that we may well find ourselves in this changed environment. How can we ensure that the process isn't troubling?

**Chet Dilday:** The Faculty of all the institutions, Faculty Assembly, and other stakeholders, all the allies that we can get should work on changing this policy. It's just one of many policies – another one we've already talked about today that could be put in place in the future. Also, the fact that the Governor and other people have been taken out of the process of getting people on the Board of Trustees. They just announced six new ones yesterday. In the past, some of the other stakeholders, including the Governor, would have some say in that. I can't speak to what happens to you, but when FSU gives ideas about possible Board of Trustee members, they've been ignored mostly in the last few years. This is a purple state so things could change dramatically as the electoral things play out and as the crisis after crisis that I think we will be facing. I would like to recommend that you pass a resolution supporting this effort. Even

though you may have passed something in the past that the Faculty Assembly wanted you to pass, I'd like to ask you to do that again locally as the electoral things play out and as.

**Stacy Nelson:** Have you asked for any response from the System President at all?

**Chet Dilday:** Not the System President. We have asked the Board of Trustees Chair and we've gotten a letter of concern from the AAUP that's been sent to all the people I have mentioned. President Hans knows that the AAUP is looking at putting them on the censure list, as they do Universities that violate their policies. So who knows what's going on.

**Hans Kellner:** You mentioned the Board of Trustees a number of times. It sounded to me that in many cases you actually meant the Board of Governors. What is the role of the Fayetteville State Board of Trustees in all of this?

**Chet Dilday:** I don't think I mixed them up, but the Board of Trustees, whether or not they have the authority to select somebody that wasn't on the list? They absolutely do, according to the attorneys and what I've read. But that is a problematic thing to do, especially when the mother-in-law of the Chancellor selected is on the Board of Trustees until the day before he was announced. I don't want to get into things like that, but this is a very complex and very disturbing thing that could happen to all of you in the future. It's important to notice that it happened to an HBCU and not ECU. I think in the sixties, we called that objectively racist. I think it's called systemic racism now.

**Carolyn Bird:** I'm wondering how the position description was written. Did it specify academic background, academic credentials?

**Chet Dilday:** It didn't specify a PhD. And the person who got it, as well as many of the leaders we see coming into Academia, including President Hans, including Margaret Spellings, and other Chancellors down the pike are not going to have PhDs. So we didn't put that in there.

**K Vincent:** I just want to thank Chet for coming and making us aware of this. I do think it's another issue of serious concern, as the Board of Governors seems to be taking more and more authority away, both from campuses and Faculty. It's something that is very concerning to a lot of us. I appreciate you coming to us to talk about this today.

## **6. Remarks – Culture, Climate and Community**

*Rajade Berry-James, Chair-Elect of the Faculty*

*Phil Sannes, Associate Chair of the Faculty*

Chair-Elect Berry-James spoke to the Faculty Senate regarding campus culture and climate. She stated, "Phil and I have been discussing recently that we, just like you, are concerned about the way in which we stay connected, the way in which we keep teaching, the way in which we serve our institution, and the way in which we experience or share lived experiences. We talked about community and culture and the campus, and our idea to have an open and honest dialogue with some many people who are joining us today about our lived experiences."

Associate Chair Sannes added, "I think that what is important about this is not just what we've been through in the last year and a half, but I think if you look at culture and community within an institution, I mean it really is our defining personality as a group of professionals and how that gets passed and permeates into the student cultures as well. We have all been somewhere else other than just NC State. I

think NC State means something to each of us - we're all employed here, of course – but there's something about an academic institution that maybe rises above that. We thought it would be interesting, and I guess it doesn't happen enough at our meetings, as the group here gets talked to and mostly there's a lot of listening. So we decided that especially in something as personal as culture and community, to really hear from you guys and what you have to say about this. I think, especially as Senators, we surely are expressions of each of our Colleges, each of our departments, and what we bring to this discussion is part of that.”

He continued, “We thought we might get everybody engaged by jotting down in the Chat box two, three or four words or a phrase about how you see culture and community at NC State. I’ll read what comes through in the Chat and we will discuss it. We are in the midst now of starting a major effort to look at strategic planning within the university and that has a lot of practical implications, of course, but the residue of that's going to be culture. We have seen big changes in culture since Randy took over as Chancellor, and Warrick coming in as Provost. So I think, for myself having been here for 33 years, I’ve seen huge differences in how the university personality has shifted from maybe what it was in previous administrations.”

### **Discussion**

**Associate Chair Sannes:** I'd agree that we are a little fragmented right now and we're in a strange place obviously due to a pandemic. And coming on the heels of the previous discussion about FSU brings up the point of culture and its practical inputs.

#### **Comments submitted from attendees:**

Collaborative. That’s a good way of looking at it.

Engaged scholars.

Think and Do motto.

Staying connected to a community.

I would agree with the comment about how that is expressed through the institution.

There's a huge difference among departments in terms of culture and community. I would absolutely agree. When I came here 33 years ago, my first impressions were STEM school, engineering and the Vet School was relatively new.

Large extended family, I think that is well said.

**Hans Kellner:** Ten years ago, we had another strategic plan, and it began with what I consider a pep rally. 8:00 in the morning near the Alumni Center somewhere. A whole bunch of people there. They had a facilitator who stuck up all these things on the boards and got us all talking back and forth. That was fine. But at one point, she was asking much of what you’re doing now – think of one or two words that will describe NC State. I can still remember what we were hearing – collaborative was one of them, entrepreneurial, yes, from the Vice Chancellor for Research at the time. One person wrote down the word ‘humane.’ The group completely ignored it when it came out, but having been the person who wrote that word down, I found that this is a flexible and humane campus in general. Maybe that’s from my perspective. I have certainly heard stories from my first day in the Senate about things going wrong in a big way in certain parts of the campus. But that was a long time ago. I do think that something that we should

strive for is a humane and flexible campus. I can tell you that a lot of the steps that have been taken during the pandemic have been moves in that direction.

**Rajade Berry-James:** It's very rare that I meet someone who sort of just got here yesterday, many of the Faculty that I've met on the campus who have been here 20, 30 and even 40 years. So when I hear about the ways in which faculty collaborate and community is created here, I know that there have been many decades dedicated to that. I've been at NC State since 2010. It's been a long time; it kind of flew right by. At NC State, I've raised both of my kids so I'll always remember that part of my life.

**Additional comments from the Senators:**

Lisa talked about the administrative assistant announcing her last day and the program area came together to make a surprise video for her to say goodbye. There are some other things from Paul Williams. He writes that there has been a retreat from this notion that disciplinary aspirations are all equal.

**Paul Williams:** When I first came here, I remember John Wall, an English professor who did a tremendous amount of work to get us a Phi Beta Kappa Chapter. When I first came here, the university had an aspiration to become a comprehensive university. That was the goal. That meant having a Phi Beta Kappa Chapter, which was one of the conditions of that, meant that you had to have strong humanities, social science and other departments. That was the goal. Since that time, I think we have abandoned that goal. It's probably largely because of financial constraints. Now we tend to focus on those things that can generate revenue. So I think there's been a certain retreat from saying everybody on the campus can aspire to great things, if you can do it. I think there are certain spots on this campus now where their aspirations are not taken as seriously as they were when I first arrived here. A lot of that is just resources that have diminished. But I can remember there was the big push to create a Phi Beta Kappa Chapter, because that was a condition of being a candidate for becoming a comprehensive university. We don't hear that anymore. That goal is sort of gone.

**K Vincent:** I've been here 40 years now, at the end of this year. When I was hired, I remember talking to the Dean of Humanities & Social Science, and I was informed that NC State was going to become a comprehensive university. Something like UC Davis, which then began PhD programs in the humanities and social sciences. I was misled; that has not happened since I've been here and it's been frustrating for me and a number of people in the humanities to see that agenda, that goal being pushed aside. I don't even hear it anymore even in the sort of rhetorical points that the Chancellor makes. I think closely related to this is that there's just this reorientation of universities, including NC State, toward a more commercial direction. The university models have become, to my mind, I mean people like these things, but they seem to me like kind of vapid slogans; centers of excellence, hubs of innovation, zones of enterprise, Think and Do. These things have very little to do with what we do in the classroom. It doesn't have anything to do with what I do in terms of my research. It's all about marketing, it seems to me. As for me, I was attracted to universities because they were centers of learning. That's getting lost at universities and I think it's getting lost at NC State.

**Philip Sannes:** Your point is at the heart of what really started some of the discussions that Jade, Hans and I had which have to do maybe with the clash between this commercialization and what the real heart and soul, or personality of the institution might be interpreted to be. I think that's where I guess the question I would pose, because your point is dead on because we do get these platitudes, especially at these times when making strategic plans, how can culture change that? How do we support one another, empathize with one another, get past what Paul talked about in differences in disciplinary aspiration, and move that into culture that works for all of us and helps the institution generally, especially of our size, get better.

**K Vincent:** Everyone has their ideas about how to have an agenda that would address these things.



I think when I think of how people in the humanities are being demoralized, it's partly that real wages have been falling for a decade. That's one issue. And we spend more and more time with these kinds of assessments that seem to be endless now. There's more and more time spent on things that seem less and less directly related to our fields, the teaching that we got into this to do, and the research that we all will hopefully enjoy to continue to do. And so that's been a frustration, how to change those things. I don't know because a lot of these things are mandated by the legislature now. So there are different kinds of assessments that are required. I don't have a direct solution.

**Hans Kellner:** I think you made your point very, very well, but it's from the point of view of the humanities, which is where I come from too. I would like to think that getting out and mingling and mixing with faculty from the other worlds of the University - I used to say that the University is divided right down the middle between the people who work on commission, via grants, and the people who work on straight salary like those of us in the humanities for the most part. We should try to make a point of doing. I have tried to do it in my many years here in the Senate, to get out and meet people from the other side of the world.

**Rajade Berry-James:** You make a great point. Jonathan popped into the chat and he indicated that maybe it's time for us to be socially oriented, that we should do things that bring us together. Then the other thing is there's also this realization that there are many different types of Faculty on campus. We have different ways in which we perform, and we do different things. Sometimes they take us to either ends of the campus. When I first joined higher education, which was 34 years ago, for 12 years I went to every single faculty senate meeting because that was the expectation of the President and the Dean that I worked for. I know that going forward, I hope that we have lots of participation from administrators and also faculty as we think through some of the challenges that are in front of us. I don't know who wished for this Zoom experience, I certainly did not wish for it, but what it does is it breaks down those silos that you talk about. I would never wish my office on anyone, so I don't want that for people, but I definitely think that it's really important for us to be engaged in what we do and what we hear about, especially at NC State.

**Philip Sannes:** Regarding Hans' comment, we actually did that experiment at the Vet School. When the college first formed, we took all the faculty and mixed them up. In those days we had four departments and we had no departmental units within the college. So when I was hired and brought in, I had an epidemiologist across the hall, a surgeon next door, and an infectious disease person on the other side. We were all mixed together. We would not normally do that in a departmental structure. It worked wonderfully. As far as integration, you immediately began to have conversations with people in the hallway about subject matter totally different from what you were used to. It really did help and it made a big difference. But it's the silo structure we really seem to gravitate to. We try to fight it and break these things down, but it's very hard.

**Rajade Berry-James:** I talked to Christine Grant, who is the Associate Dean of the College of Engineering. She is on assignment at NSF and her primary role is to implement a broadening participation program. What I've seen at NSF is exactly what you talked about Phil, breaking down silos and making sure that engineers and social scientists work together in a key research area. I think that's a really important way to bring us together – make us care about the work that each one of us does.

**Philip Sannes:** I don't know what it's been like for everybody else in this meeting today, but when I came down to campus, in fact, my introduction to main campus when I got here 33 years ago was mainly coming into the gym. I got to know a lot of colleagues at the gym, but that was the extent of it. The Senate has been a totally different experience, and I encourage all my colleagues at the Vet School to get down here and get to know people. You get such a different impression of what really is the substance of the institution. Knowing you guys has really been a great privilege and a lot of fun, because you get different

perspectives. It's always great to get a very different point of view than what you would sitting in your office back in your own college.

**K Vincent:** Well, I've enjoyed meeting people as well. The Senate is a good place. One of the things I've always thought is that on a lot of campuses there's a faculty club on campus where people have lunch and it's very, very useful for social interaction. There's nothing like that at NC State. The Faculty Club is way off campus; you have to drive. It never was a meeting place. There's so much building going on money devoted to things. That would be, in my mind, a good way to generate interaction among the Faculty; to have some place where people would meet for lunch. It would take years to move ahead in the direction.

**Hans Kellner:** It seems sometimes that all the thought of socialization and these sort of amenities are all going to the students. Talley is this enormously expanded Student Union. We were at one time offered a little corner of it, which we could share when we could fit into the use of the room. I told them exactly what they could do with that. I dream of a Faculty Senate like that, but I'm not holding my breath. It is very much a university that bends over more towards other groups than to the faculty. I'm not complaining particularly, but it does seem to me that there was one aspect of social mixing that was very effective that we lost this year and it'll be back again next year, and that is the Chancellor's box at football games. The Chair of the Faculty is invited to all the home football games in the Chancellor's box. That's a place where you meet Trustees and people from everywhere. You meet the military, you meet the donors, you meet all kinds of people if you're willing to elbow over and meet and greet. I've found that very very useful over the years, through three seasons, and I'm very frustrated by it this year.

**Ed Funkhouser:** I remember Two Guys and Mitch's.

**Phil Sannes:** Katharine, maybe you remember, and Hans, you too. It seems to me that it was proposed not too many years ago that we develop an on campus Faculty Cub. Maybe it had to do with something that you brought up a few minutes ago. It never seemed to go anywhere.

**Katharine Stewart:** I remember there was some discussion. Like you, I remember there was kind of a stirring of 'we really need to make this happen.' But like you, I don't really remember that it gained any traction or that there was a sense of how to proceed. I think it's still something that many faculty think would be useful, but I'm not sure that there's been a whole lot of tangible thinking about what that would look like.

**Philip Sannes:** Part of Talley might have been a really great opportunity, and it actually brings us closer to the students too. It's a great building.

**Paul Williams:** One of the things we used to do is we had an awards day. It would be in Reynolds or in Stewart Theater and students and faculty could come. That's where they gave out all of the awards. It was a big celebration. I remember MaryAnn and Kermit were there and they got all of their awards. It was CHASS giving their awards, Chemistry giving their awards. But we don't do that anymore either. When I first got here there was talk about a destination school. I think a lot of our isolation is self-imposed, because we don't create an identity. If you went to MIT, you don't say I got a degree in ... you say 'I went to MIT,' period. Think about it, if you walked into Hunt Library, you would not know that it was an NC State University library unless you went to the Help Desk and saw somebody with a T-shirt on that said NC State Library. That's kind of true; we are in silos to start with. Larry Monteith worried about that a lot. How do you integrate not just faculty but students as well. Because we are compartmentalized. All the buildings say 'this is a College,' or 'this is a building.' It's not 'NC State University.' It's been a problem forever. Chancellors have thought about that, but like I say, how do you create a sense of we're all part of something bigger than all of us, rather than just a part of some College or department. At UNC, and I went to school there so I can tell you, they've got it. It doesn't matter what discipline you're in, you are UNC. It's

maybe a private school kind of mentality, but we don't have that here. It may be because the Colleges are so independent, and some of them are very powerful and some of them aren't very powerful.

**Philip Sannes:** Speaking of powerful, there's a nice suggestion that Ken made in the box here. How about Inter-collegiate softball games, sponsored ballroom dances, other possibilities, where only faculty would attend so we can interact more. Those are interesting ideas. Another idea Jade put in there about socialization interactions across disciplines and how exactly we can do that. I guess these things take energy; not just the idea, but energy of actually instituting them.

**Rajade Berry-James:** Eileen has dropped a few other ideas or questions too, about just recognizing faculty even for the small things. If those faculty are getting external awards or being promoted or being recognized for their time and effort on campus. She also questioned what was the strategic plan for faculty retention and how important that is. We know, as Covid has taught us this past year, there are a lot of decisions that people are making and so with respect to those decisions, whether to stay or go is another decision. So what is our emphasis on faculty retention? Katharine Stewart, do you have anything to share? I would love to hear from you.

**Katharine Stewart:** I think in terms of the strategic plan, the coordinating committee is still pulling all of that together, and I am sure that faculty success and faculty retention will be part of that. What it will look like, I don't know at this point. But I think it's really crucial. One of the things that I'm working on, with respect to faculty retention, not necessarily as part of the big strategic plan, but something that I think is really important is thinking about departmental and particularly local culture and support helping department heads really think about how do they help foster a healthy and welcoming departmental culture. One of the things that I hear a lot from faculty, particularly faculty who feel like they're struggling, is that if they don't feel respected or well-regarded by their faculty colleagues it's very hard to want to stay. I think senior faculty and departmental leaders can play a big role in creating that kind of welcoming environment. Those issues may come up on the basis of gender or race; they may come up on the basis of sub-discipline, if some sub disciplines are treated as better than others. It may come up on the basis of track; if tenure track faculty are treated differently than faculty and other tracks. All of those things may be a really important part of retention. I have been working with my colleagues in OIED to revamp some programming related to enhancing departmental climate and giving department heads and senior faculty some tools for evaluating their local climate and improving it. So I think that's one of the things. It's certainly not the only thing but it's one of the things I've been paying attention to right now.

**Warwick Arden:** I think this is a very important discussion. I don't want to parachute into the middle of the discussion because I think sometimes administrators can come off as being defensive. I don't want that to be the case. I think it's a very, very important discussion and I have long said throughout my career, including my time at NC State, that campus culture is incredibly important. It's important in attracting and retaining talent at the university, it's important in the success of our students, it's important to the reputation of the university, and it's important in having us feel positive about our workplace, which is a big part of our lives. Hopefully, it's a workplace that also values all of us as human beings and not simply what we can give to the job. So this is a great discussion. I can't say I agree with all of it; you'd be surprised if I did. But I do think it's a great discussion and a worthwhile discussion and I hope it's a good discussion that continues because having a strong campus culture is one of the most difficult things to bring about change, and it's one of the most important things as well to having a strong campus.

**Rajade Berry-James:** I think that somewhere between theory and practice lies shared governance. For someone like me, who knew nothing else other than shared governance, I hope that we will continue to enjoy the rudimental steps that we see here at NC State. Someone put in the chat the social part of it is really important, but once again social is like service; if it's not valued, then most people see it as unnecessary. So being able to recognize people who do certain things and do it well, I think, is really

important. I also think that campus, campus culture, the way we think about NC State, and what we do here, whether you believe Think and Do really exists or if it's just our brand, the truth is, is that it's a shared responsibility. I know we have lots of room to grow. There is a lot of room to grow and there are a lot of ways in which we could see ourselves in the Us/Them paradigm. However, just thinking about the ways in which we move forward, given that the really, really difficult days are behind us. We have an opportunity now to sort of redo what we think about our on-campus experience.

**Paul Williams:** To avoid the downer and look at the upper, there's something that this university has that is really powerful about its culture. I use the Caldwell program as an example. When I first got here, Pat Lee drafted everybody to be involved in the Caldwell program. The Caldwell, at that time, was a freshman scholarship that was analogous to the Morehead in Chapel Hill. We had a folder review process, and then we invited hundreds of students to campus and did interviews. One of the things that always came through from parents and from students was the difference between State and UNC was at UNC they were walking into a room with 13 hooded people who challenged you to want to know why would we want you there. Our program was a program where even if we can't give you one, we want you here. And I think that's a perception that people out there have of NC State as a welcoming place. We could leverage maybe more than we do. That's one thing that parents say over and over again, is that State is just a friendlier place. It's more open and willing to invite students in. I guess that's sort of a Federal Land Grant tradition. That's one of the great things about this institution and it's something that we ought to leverage and let the world know about. It's the People's University.

**Hans Kellner:** As we pull this to an end I'd like to say that the pandemic business has changed the campus culture a little bit for the better. As I've mentioned frequently, my contact with the Chancellor and with the Executive Briefing group has been extremely valuable and wouldn't have happened if things hadn't happened in the past year. But things that came up in the Chat just now had to do with talking about the staff. The Chair of the Faculty has a two year term, the Staff Chair has a one year term. So every Faculty Chair gets to know two Chairs of the Staff and I have, and they both have been terrific. I find that this year, in particular, my relationship with the staff and my understanding of the work they do. We're not the same and we don't have the same kind of privilege, but when it comes to putting together a campus, working with the staff is more important than I ever thought it was in my earlier period as Chair of the Faculty. We have to get together as we can, socially and formally, with as many different groups as possible. It's not always about the students; after are transients and we are not. The only thing that lasts longer than the faculty is the books in the library. This turned out extremely well, and I want to thank Jade and Phil for doing this. It was an interesting meeting.

## **7. Committee Reports**

### *Committee Co-Chairs*

#### **Chair Kellner made comments relative to the Committees.**

"Academic Policy is concerned about cheating. Cheating, of course, in the world of Zoom. I proctored an exam today, staring at 33 students working desperately on an online exam was really interesting. They worked hard at it and I saw no evidence of dishonesty. But it's an issue of concern and it has been for years, before the pandemic.

The famous Covid Survey that is not ready yet, I am hopeful it will be for the next meeting."

"As for the question of resources, I sent to the Senate today a document that Vice Chancellor Maimone had sent out to a large number of people, namely the UNC System Fiscal Report, which had a lot of colorful charts and a lot of information in it, really placing us within the 17 institutions of the System, which I found

very interesting. I think that's not an issue that Resources & Environment is taking up, but as a Senate I think we would do well to learn some facts about these other things."

**8. Issues of concern**

*Faculty Issues of Concern can be submitted at any time to a Senator, the Chair of the Faculty, or to [Faculty\\_Senate@ncsu.edu](mailto:Faculty_Senate@ncsu.edu)*

**9. Adjourn**

The meeting was adjourned at 4:55 p.m.