

Faculty Senate Minutes

01/19/2022 Regular Business Meeting 3:00-5:00 pm

Zoom

ADMINISTRATIVE PROCEDURES

CHEROKEE LAND ACKNOWLEDGEMENT

Western Carolina University is situated within the ancestral homelands of the Cherokee people, twenty miles from present-day Eastern Band of Cherokee Indian communities of the Qualla Boundary. The campus occupies Two Sparrows Place (Tali Tsigwayahi), an ancient principal town with a mound and council house where Killian Building now stands. Cullowhee, the university's home, is Tsul'kalawi (or Judaculla's Place). This giant being was the Great Teacher and steward of the natural world, and ancient stories about Judaculla tell of the Creator and creation, the origin of humans, and the proper way to be Cherokee. We at Western Carolina University inherit these stories so that we may better understand the deep significance of this beloved place and our role here.

We are dedicated to supporting the Eastern Band of Cherokee Indians and all indigenous tribes throughout the world in achieving futures of their own making. We will continue to collaborate with tribal nations to address the challenges at hand, and we want each of you to accept the charge of learning and supporting our relationship with indigenous people during your time at WCU. This work acknowledges our sense of place and reinforces our mission at Western Carolina University.

ROLL CALL

- Present: Kia Asberg, Michael Boatright, Chancellor Kelli Brown, David de Jong, Mariana Fisher, Gael Graham, Heidi Grappendorf, Yancey Gulley, Shelby Hicks, John Hildreth, Jeremy Jones, Scottie Kapel, Marco Lam, Will Lehman, Erin McNelis, Diana Messer, April Messer, Sean Mulholland, Leigh Odom, Kadie Otto, Heather Rimes, Carrie Rogers, Katerina Spasovska, Provost Richard Starnes, Vicki Szabo, Drew Virtue, Colin Wasmund, Cheryl Waters-Tormey, Laura Wright
- Members with Proxies: Martin Tanaka, Elizabeth Wark
- Members Absent: Indi Bose

APPROVAL OF MINUTES

Approval of Regular Business Meeting Minutes from November 10, 2021

- *Verbal vote proceeded and passed unanimously. Minutes approved.*

REPORTS

Chancellor's Report: Kelli Brown

The Chancellor's [written report](#) was shared prior to the senate meeting, and the full text can be found at the end of these minutes.

Classes were suspended yesterday due to winter weather. Provost Starnes will provide an update on the progress we are making on faculty salaries.

The semester has been challenging with the omicron surge and WCU recently making the national news.

Chancellor Brown gave a reminder of how excellent our university is. This past Saturday we welcomed ten prospective students to WCU and talked about our excellent programs and how faculty engage, care, and support our students. This is a special place. As you know, the media shares stories of serious discussions and can take things out of context and exaggerate them. We heard voices asking serious questions. Two important takeaways from this: We all need to recognize the environment in which we operate. We live in a polarized world. There are those who will take a piece and create a narrative. We must remember our actions and we don't want to feed the narrative. Second, we need to strive to do better. "Whatever your life's work is, do it well." as Dr. Martin Luther King, Jr. said. We need voices to be heard whether we agree or not. We want it to be comfortable for everyone here. We will accomplish this by having open discussions and encouraging dialogue. No faculty, staff, or student should be mocked or receive threats of any kind. Report them to the campus police and we will follow up.

Chancellor Brown reiterated her commitment to Western and diversity and inclusive excellence.

Question from Vicki Szabo: You mentioned the Board of Governors, we are watching the BOG and trying to keep track of all the changes being discussed. Between the funding model, the strategic plan, system office moves, Kittyhawk, etc. there is a lot to keep track of. How do you see all these proposals coming from above and how do you recommend we keep up with this?

Response from Chancellor Brown: There is a lot happening and there are lots of moving parts. We are glad you are watching what is happening. Regarding enrollment funding, even though it seems it is coming quickly, they actually looked at changing this back in 2017-18. There have been conversations around this, and we are glad about the change. The fact we get funding based off growing is not a great way to fund. We should get funded on the excellent work we do here. Regarding Return on Investment, you know as much, maybe more than I. Provost Starnes may speak to this and will keep you informed along the way. Kittyhawk is happening, and we are talking about it today in committee meetings. It is an opt-in. It will have a board of directors which was proposed today. It is funded for 5 years and should be self-sustained. We continue to encourage you and others to keep an eye on things and continue to ask questions.

Vicki Szabo: This is the greatest numbers of changes we have seen at once in 20 years. Please advocate for faculty participation as the system moves forward in this.

Response: We will. There will be an advisory board going forward and hopefully they will be working with faculty assembly.

Question from Laura Wright: Does this worry you at all? It seems there is a lot of uncertainty even at the chancellor's level.

Response from Chancellor Brown: We all know change can be a good thing. It is happening fast, and it

may seem like a lot is going on. I think this is a good thing. For a chancellor, yes, a lot is happening, but this is the time, and a lot of things are changing in higher education as we think about the workplace and what that looks like. Chancellor Brown shared that she is not personally alarmed by the number of changes. It is frustrating to read it in the paper sometimes.

Comment from Sean Mulholland: We are operating under continuous resolutions for 3-4 years, and a lot of these things were in process and are now playing out. We finally have the ability to address some of these.

Provost's Report: Richard Starnes

The Provost's [written report](#) was shared prior to the senate meeting, and the full text can be found at the end of these minutes.

There is an unprecedented number of changes that are happening at the system level. There is a mandate for change from President Hans. We are paying attention and we are actively seeking additional information. I assure you of that.

Based on some recent discussions we have had, it is safe to say there will be a new funding model. It will go before the full board next meeting, and it will be fundamentally different than the model we have operated in for at least two decades. Our first briefing was last Friday, and it will eliminate the twelve-cell matrix which is a weighted model providing a certain amount of state funding per SCH, per category. The factor is the cost data in the Delaware study by regional comp and program. We will use it to make budget decisions. There will also be a performance component as well. The base funding should remain the same and this model will be only on a change model. We have gotten the cost data from Delaware by program; we are doing some reverse engineering on this to see where we would be. We have been assured to see a before and after from the system. We will generate questions for the system to see how this will impact us longer term.

Project Kittyhawk is a UNC system answer to entities such as academic partnerships that attempt to recruit students into existing distance programs. The idea is instead of going to a contractor to do recruiting, we would do it ourselves... operating as a non-profit and separate entity. Institutions would opt in. The SCH produced through Kittyhawk programs would not go through the SCH model, and would become self-supported. We will have more in the upcoming months on this. They will do some outreach campus by campus. Before we make any decisions, we will consult with a wide range of faculty voices. It needs to make sense for our students. We will be evaluating our role in this later.

Salaries – the bonuses appropriated were included in December paychecks and there will be an additional 2.5% in January. In February, we will begin the salary adjustment process – first steps. This is 1.7 million for salaries, this includes 200K to implement non tenure track process commitments as well. This will affect 114 faculty to move to 30th percentile. Cory Causby will be preparing a communication for the campus. We will also have individual communications with the individual folks impacted.

Question from Will Lehman: We talk about salary a lot. Has any thought been given to raising the amount we pay adjuncts? Someone who has a master's degree gets \$2700. If someone teaches 3 courses, they make \$150 per week for 18 weeks of teaching a course – 9 hours class and 9 hours prep and divided that it is \$8.33 before taxes. This \$2700 has not been increased since at least 2008. Adjuncts

get forgotten.

Response from Provost Starnes: This is a serious and difficult problem. Provost Starnes shared that he is the only sitting Provost who was an adjunct at the institution where they are now the sitting Provost. Adjuncts are essential. We are going to take up the issue- likely next year. We currently have around 3 million expenditures for part time faculty. Some are those who have taught for us a long time, and some are on an annual basis. All of that is funded on one-time money. We have a structural deficit problem. We have to figure out how to pay for this. The problem has happened over time, and we will figure out a way. I don't want to make promises we cannot keep. It is on the agenda.

Question from Sean Mulholland: Is it possible to get access to the Delaware cost study data?

Response from Provost Starnes: You must pay a subscription.... we will share it if we can. Some is available publicly and some is not.

Question from John Hildreth: We have admitted and received a number of commitments that are higher than they were previously. Is there a concern we are going to get inundated with freshman?

Response from Provost Starnes: It is hard to look at this from an admissions standpoint. There are factors that are different. A lot of different factors and barriers are removed. The modeling is harder to do based on the changes and variables we have seen in this admission cycle. We are not concerned at this moment in time. We have instructional capacity. We might have to add faculty – we are watching everything.

Comment from Laura Wright: We are concerned about college enrollment at the national level.

Response from Provost Starnes: There are many uncertainties around COVID 19 – many more people are questioning the economic value of higher education. There are a lot of factors. We are looking at marketing and making points about higher education – it is concerning. We will continue to monitor it.

Staff Senate Chair: Deidre Hopkins

The Staff Senate's [written report](#) was shared prior to the senate meeting, and the full text can be found at the end of these minutes.

Student Government Association: Rebecca Hart

The Student Government Association's [written report](#) was shared prior to the senate meeting, and the full text can be found at the end of these minutes.

SGA sent out a statement reminding students of the community creed. They also have some recommendations as well, such as utilizing SafeZone and evaluating the need of expansion to diversity education. We want to help consolidate the efforts.

Read [Statement No. \[1\]](#).

Question from Vicki Szabo: We have been putting out menstrual products in McKee in a Rubbermaid box. Are we violating a health code of some sort?

Response from Rebecca Hart: Not sure. It is a cheaper option for sure – dispensers are expensive. They

are nicer looking and would help facilities keep up with this more. It places responsibilities on whoever is in charge of those bathrooms to do it.

Faculty Assembly Report: Vicki Szabo

The Faculty Assembly [written report](#) was shared prior to the senate meeting, and the full text can be found at the end of these minutes.

Faculty assembly will have two seats open next year.

COUNCIL and COMMITTEE REPORTS

Academic Policy and Review Council (APRC) Report: Will Lehman

APRC met yesterday and discussed curricular items and the new Economic Analysis, BS. The next meeting is Thursday, February 17 at 3:30pm.

Collegial Review Council (CRC) Report: Drew Virtue

CRC met yesterday, and next month they will look at determining how faculty can better use the SAI, or instrument that replaces it, better. The CFC has constructed materials to help faculty use the data and factor it to shape and improve their teaching, and directions on how to incorporate it in TPR narrative.

Yesterday we looked at the TPR process and looked at the pros and cons of the two possibilities we are reviewing: SharePoint and Watermark.

Shared pros/cons on screen.

<p>Pros of SharePoint</p> <ol style="list-style-type: none"> 1. We already have the software—no extra monetary cost, no new tools for faculty to learn 2. System has been implemented and is functional 3. Flexibility on the user-side (in terms of formatting/file types) 4. Familiarity with use by reviewers and reviewees (with training) 	<p>Pros of Watermark</p> <ol style="list-style-type: none"> 1. Effective automated workflow, especially on the administrative side 2. Can be used for other workflows that involve anyone with FAD access/accounts 3. Content is auto populated (pro & con) 4. More design control for specific colleges/departments (pro & con) 5. Past review processes and decisions are stored within the system 6. Candidate can track process [at what committee, etc.] 7. Electronic signatures/approvals enabled 8. Leverages use of the existing Faculty Activity Database, which according to the Faculty Handbook, is to be used for collegial review reports; also used for Faculty Scholarship Celebration, web profiles, AACSB accreditation, and other measures of faculty activity
<p>Cons of SharePoint</p> <ol style="list-style-type: none"> 1. Labor cost-people start working on SharePoint in the summer and continues throughout the TPR process 2. Needs permanent staffing for sustainability 3. Not built specifically for a TPR purpose 4. Inconsistency of document naming, formatting, and organizing 5. Approvals involve “manual” e-signatures and documentation form outside of workflow 6. Requires faculty training (regardless of platform) 	<p>Cons of Watermark</p> <ol style="list-style-type: none"> 1. Annual cost—approximately 30k/year--cost could continue to go up over time 2. Content is auto populated (pro & con) 3. More design control for specific colleges/departments (pro & con) 4. Initial setup will be significant (one-time) cost in labor 5. Directly tied to FAD—relies on accurate FAD use/data 6. Requires faculty training on FAD 7. Adoption likely “locks-in” use for extended period

Comment from Yancey Gulley: Yancey used watermark before and shared that it is really easy to use. Administration could pull data for all kinds of purposes way more easily.

Faculty Affairs Council (FAC) Report: Cheryl Waters-Tormey

The FAC has spent some time thinking about questions and emails coming from the faculty. Student feedback is still top priority. Some questions and concerns that have been brought to the senate are separate from courseval and some are tied to department culture or newer faculty that do not know how other departments work. We encourage you to share and realize what parts have to do with the questionnaire as opposed to other aspects.

There are some overlapping processes. The ultimate goal is to have a draft with a rationale and bibliography in February. We will get feedback from department heads with the idea we want to get input, buy in, and feedback before it comes to senate. Then, we would draft a report at the end of February to share with the senate. We want to have a lot of good discussion with people perspectives and input. This questionnaire will not address all concerns.

Question from Laura Wright: Can you share the timeline with us so we can share it?

Response from Cheryl Waters-Tormey: yes

Faculty Senate Chair's Report: Laura Wright

Laura shared that she has spent first part of the semester fielding COVID questions. The Provost emailed a lot of information trying to address those questions.

We are looking into a Mental Health Day. The academic calendar is planned two years in advance so we will work on this.

The standing committee on faculty salaries meets this Friday ahead of the faculty conversation.

We will have elections for a new chair and chair elect.

Question from Michael Boatright: Is there any talk of any kind of filters being placed in classrooms? In the School of Music, they have small filters. Any news?

Response from Chancellor Brown: Mike Byers looked into air filtration and maybe can address this.

Response from Mike Byers: We can forward a statement detailing a number of things facility management started in 2020. There are not ways to do some of the things we would like in some buildings, but in other buildings we have done everything the CDC has recommended. We have some of those little pieces of machinery you are talking about and have ordered more of them – we could make those available were folks have concern.

NEW BUSINESS

Resolution: Climate Change Resolution – Jake Greear

DRAFT Resolution reads as follows:

WHEREAS: The United Nations Intergovernmental Panel on Climate Change (IPCC) has concluded that human caused climate change poses serious risks to the future of humanity, and warns that failing to significantly reduce global greenhouse gas emissions within the next decade is likely to lead to devastating effects on human life and societal stability in the coming 100 years¹

WHEREAS: These threats are projected by the IPCC, as well as a wide variety of other researchers, to include increased weather emergencies, natural disasters, ecosystem disruptions unprecedented in human history, destruction of population-dense coastal cities from rising sea levels, increasing disease prevalence, and large scale population displacements and refugee crises, all of which are factors known to contribute significantly to economic crises, political destabilization, and warfare²

WHEREAS: The United States of America, the state of North Carolina, and our region are not excluded from these threats³

WHEREAS: The continuance of conditions favorable to societal stability and human flourishing is therefore in imminent and foreseeable danger from global climate change within our students' and our children's lifetimes⁴

WHEREAS: The very value of the education we provide to students is premised on the continuance of these conditions of human flourishing and societal stability⁵

WHEREAS: A growing consensus exists among policy experts, political leaders, economists, and stakeholders that carbon pricing (whether by carbon tax or cap-and-trade mechanisms) is the most effective way to quickly reduce GHG emissions, and with proper and achievable safeguards, the most equitable way to reduce them;

~~WHEREAS: Carbon pricing has been explicitly endorsed by:~~

- ~~o The United States Chamber of Commerce~~
- ~~o The Business Roundtable~~
- ~~o Many environmental organizations including the Sierra Club,² Greenpeace, and the Nature Conservancy³~~
- ~~o Conservative and progressive political organizations of national prominence⁴~~
- ~~o Over 3,500 U.S. economists, including 28 Nobel laureates and 15 former Chairs of the Presidents Council of Economic Advisors⁵~~
- ~~o Thousands of individual North Carolina community leaders, including leaders of businesses, faith communities, and civic organizations~~
- ~~o Representatives of more than 75 U.S. businesses and trade associations with combined market valuation of over \$2 trillion⁶~~
- ~~o Over fifty leaders of U.S. institutions of higher education, including both private and public universities⁷~~

WHEREAS: All people and organizations within our society able to discern these dangers have a pressing moral obligation to speak out in the face of the clear and present danger human-caused climate change poses;

WHEREAS Western Carolina University by adopting a Strategic Energy Plan, installing electric vehicle charging stations, solar powered hammock stands with power to charge computers, a solar powered bench with USB chargers for phones . . . has already undertaken numerous sustainability initiatives and implemented many environmentally responsible protocols;

Therefore be it RESOLVED that the Western Carolina University (WCU) Faculty Senate hereby calls upon Chancellor Kelli R. Brown and university leadership to develop and implement a WCU Comprehensive Climate Action Plan, including the following elements:

- In accordance with Governor Roy Cooper's Executive Order 80, achieve 40% reduction in carbon emissions by 2025.
- Achieve carbon-neutral University operations at WCU by 2040.
- Divest from fossil fuels.
- Develop internal incentives and/or policies to promote video-conferencing and regional conferences to mitigate academic air travel.

Be it further RESOLVED that the WCU Faculty Senate hereby calls upon our elected representatives in Congress to support effective and equitable ~~carbon pricing legislation~~ climate policy at the national level.

Be it finally RESOLVED that the WCU Faculty Senate hereby calls upon Chancellor Kelli R. Brown to sign the Carbon Pricing Endorsement Letter (attached) calling ~~upon~~ for action from our elected representatives ~~to support such legislation.~~

ENDORSEMENT LETTER

As leaders of higher education institutions, we call upon our elected representatives to act collectively on behalf of current and future generations by putting a price on carbon. We work to prepare our students for thriving futures, over which climate change casts a dark shadow of uncertainty. Putting a price on carbon pollution is an indispensable step we can take to effectively combat climate change.

Carbon pricing creates an economy-wide incentive to reduce greenhouse gases in economically efficient ways that can, if revenues are used wisely, benefit low-income households while stimulating job growth. The World Bank has endorsed carbon pricing as a way to accurately account for the external costs of emissions, like crop loss, flood damage, and medical treatments that result from heat waves and other climate change disasters. Thousands of businesses support carbon pricing for its transparent and predictable approach.

Dozens of countries and jurisdictions across the world have already enacted carbon pricing mechanisms, and the evidence is in: carbon pricing enables renewable energy to flourish, helps phase out polluting energy sources, and lowers emissions. A strong carbon price will rise quickly enough to work without burdening low-income and middle-class families, and won't create new dependencies on profits from carbon-based energy.

It is time for the United States to lead on this defining issue of our time, and protect the health and well-being of current and future generations. By making carbon-intensive industries pay a fair share of the costs of their pollution, we will have cleaner air and healthier communities, and prevent the most devastating effects of climate change. We therefore ask our elected officials to proactively work to enact a carbon price on the state and national level.

SIGNERS

Founding Signers:

1. Valerie Smith, President, Swarthmore College
2. Neil Weissman, Interim President, Dickinson College
3. Michael S. Roth, President, Wesleyan University
4. Jon Chenette, Interim President, Vassar College
5. Melvin Oliver, President, Pitzer College

Leadership Circle:

6. Leon Botstein, President, Bard College
7. Robert Goldberg, Interim President, Barnard College
8. Mariko Silver, President, Bennington College
9. Dianne Harrison, President, California State University Northridge
10. Gayle E. Hutchinson, President, California State University Chico
11. Robert S. Nelsen, President, California State University Sacramento
12. Greg P. Smith, President, Central Community College Nebraska
13. David Finegold, President, Chatham University
14. Brian W. Casey, President, Colgate University
15. Katherine Bergeron, President, Connecticut College
16. Lee Pelton, President, Emerson College
17. Marco Valera, Fordham University
18. Daniel R. Porterfield, President, Franklin and Marshall College
19. Robert Allen, President, Green Mountain College

20. Kim Benston, President, Haverford College
21. Lewis E. Thayne, President, Lebanon Valley College
22. Jo Ann Rooney, President, Loyola University Chicago
23. Brian Rosenberg, President, Macalester College
24. Sonya Stephens, Acting President, Mount Holyoke College
25. John I. Williams, Jr., President, Muhlenberg College
26. David Oxtoby, President, Pomona College
27. Wim Wiewel, President, Portland State University
28. Thomas J. Schwarz, President, Purchase College, SUNY
29. Kathleen McCartney, President, Smith College
30. Melik Peter Khoury, President, Unity College
31. Nicholas B. Dirks, Chancellor, University of California Berkeley
32. Andrew J. Leavitt, President, University of Wisconsin Oshkosh
33. Paula A. Johnson, President, Wellesley College

Additional Signers:

34. Michael S. Brophy, President, Benedictine University
35. Bernie L. Patterson, Chancellor, University of Wisconsin-Stevens Point
36. Bidy Martin, President, Amherst College
37. Jonathan D. Green, President, Susquehanna University
38. Sophia Howlett, President, School for International Training
39. Paul J. Fitzgerald, President, University of San Francisco
40. Michael B. Alexander, President, Lasell College
41. Donald J. Laackman, President, Champlain College
42. [Jonathan Gibraltar, President, Wells College](#)
43. [Mary Hinton, President, College of St. Benedict](#)
44. Barbara Andrews, Provost, Antioch University New England
45. Patrick A. Mcguire, Interim President, Hobart and William Smith Colleges
46. David P. Angel, President, Clark University
47. Clayton Rose, President, Bowdoin College
48. Stephen V. Sundborg, President, Seattle University
49. Ronald D. Liebowitz, President, Brandeis University
50. Linda Schott, President, Southern Oregon University
51. [Carmen Twillie Ambar, President, Oberlin College](#)
52. [Lynn M. Morton, Warren Wilson College](#)
53. [Gerard J. Rooney, St. John Fisher College](#)
54. Christopher F. Roellke, Stetson University

Comment from Will Lehman: Will would like to propose a friendly amendment to change the text in last part from “the WCU faculty senate calls upon Chancellor” To something slightly less aggressive like “consider signing”.

Jake Greear accepted the friendly amendment.

Question from Katerina Spasovska: If we accept and pass this resolution, can we really decrease from 40% in 3 years? Do we know what it is right now? Is this achievable?

Response from Jake Greear: The 40% within 3 years is on the governor – it was an executive order to show the benchmark that is laid out by the governor. It is supposing how much progress we have made. A lot is possible – more than thought. The original idea is based on that very concern – what can we do as an institution without support from federal policy.

Comment from John Hildreth: Executive order 80 doesn't say we are going to achieve the 40% reduction. We should at least mirror the language. He is concerned about bullets 2 and 3 – we really don't know this is remotely possible given our location.

Comment from Laura Aright: Some of the language in points 1 and 2 is perhaps that we should "strive to achieve."

Comment from John Hildreth: Are you saying no longer invest in something financially like fossil fuels? When I read this, "divest" means get rid of.

Response from Laura Wright: The meaning seems more like, "we would rather get rid of funding investments received from..."

Comment from Jake Greear: This has nothing to do with research. There are standard models for how this is done, but mostly has to do with the economics of the endowment.

Comment from Mike Byers: John's point is excellent. It would be difficult to divest in all fossil fuels. You would want to specifically talk about endowments. Our investments... we do not control currently. We invest in UNC Chapel Hill investment fund and their board decides. The change gets at it if you want to edit that part.

Erin McNelis suggested a friendly amendment to bullet 3 to add "in financial investments in the University endowment".

Comment from John Hildreth: We do not have a lot of control over how Duke produces carbon....?

Comment from Mike Byers: We have been working on this for many years. We have made excellent progress with this 40% reduction with our building improvements.

Comment from Cheryl Waters-Tormey: The key thing is to develop and implement a carbon action plan even if we cannot envision it right now, we have to set goals and strive to meet them. We should set this as a goal. We shouldn't say just because we don't see how it can be done completely, we should not do it at all. I am in support of the main point, and we should strive to meet some of the goals.

Comment from Jake Greear: The idea was that it would fall on the university to develop the plan. We could change the language to suggest elements of the climate action plan we think should be included. The policy would be made at a later date.

Comment from David de Jong: The general idea is a great one. There are some specifics I am not sure about. Has a case been made for why Chancellor Brown should sign this? I cannot vote on those details.

Comment from Jake Greear: This is at the core of bringing this to Chancellor Brown, and I am just presenting this for consideration.

Comment from Will Lehman: I am not comfortable including the letter and the call to sign it. There are 55 signers right now, and the last signing happened in April of 2021 – no new folks have signed this. To me, the website says you should get all of X, Y, Z groups on board first. Public calls of action may hinder ability to get this done. There are good reasons to consider making such a public statement rather than working behind closed doors to not attack the ire of our foes.

Question from Laura Wright: We will need to either remove the letter as an amendment or you can withdraw it to work on what we want to do with it further. What do you want to do?

Comment from Jake Greear: If there is support for some version of this, I am happy with that. I would vote to keep the letter in, and it is time to spend capital on making the issue public and I would note that the vast majority of those leaders may not have been presented with the letter. This is a judgement call

on what the wise thing to do is. If we want to remove it, we can. I want to relinquish ownership of this – I do not have to approve changes.

Kadie Otto made a motion to simply "ask university leadership to develop and implement a comprehensive climate action plan." "Cut everything out and let the university leadership, who knows what's going on, report to the senate next year as to how they are doing."

Will Lehman seconded.

Vote proceeded and passed.

Carrie Rogers made a motion to vote on the newly amended resolution.

Mariana Fisher seconded.

Vote proceeded and passed.

Vicki Szabo made a motion to adjourn.

Sean Mulholland seconded.

Meeting adjourned.

ROLL/VOTING RECORDS and REPORTS

Senator/Ex-Officio Member		Proxy (if any) by	Attendance	Vote for Approval (Yea (Y), Nay (No) or Abstain(A))			
				Approval of Minutes	Climate Change Resolution (Amendment -- removing most of recommendations)	Amended Climate Change Resolution Vote for Approval	
Asberg	Kia Asberg		Present	Y	Y	Y	
Boatright	Michael Boatright		Present	Y	Y	Y	
Bose	Indi Bose		Absent				
Brown	Chancellor Kelli Brown		Present	(non-voting)	(non-voting)	(non-voting)	
De Jong	David De Jong		Present	Y	Y	Y	
Fisher	Mariana Fisher		Present	A	Y	Y	
Graham	Gael Graham		Present	Y	No	Y	
Grappendorf	Heidi Grappendorf		Present	Y	(absent)	(absent)	
Gulley	Yancey Gulley		Present	Y	No	Y	
Hicks	Shelby Hicks		Present	A	Y	Y	
Hildreth	John Hildreth		Present	Y	(absent)	(absent)	
Jones	Jeremy Jones		Present	Y	Y	Y	
Kapel	Scottie Kapel		Present	Y	Y	Y	
Lam	Marco Lam		Present	Y	Y	Y	
Lehman	Will Lehman		Present	Y	Y	Y	
McNelis	Erin McNelis		Present	Y	Y	Y	
Messer	Diana Messer		Present	Y	Y	Y	
Messer	April Messer		Present	Y	Y	Y	
Mulholland	Sean Mulholland		Present	Y	Y	Y	
Odom	Leigh Odom		Present	Y	Y	Y	
Otto	Kadence Otto		Present	Y	Y	Y	
Rimes	Heather Rimes		Present	Y	Y	Y	
Rogers	Carrie Rogers		Present	Y	Y	Y	
Spasovska	Katerina Spasovska		Present (Late Arrival)	(absent)	Y	Y	
Starnes	Provost Richard Starnes		Present	(non-voting)	(non-voting)	(non-voting)	
Szabo	Vicki Szabo		Present	Y	Y	Y	
Tanaka	Martin Tanaka	John Hildreth	Proxy	Y	(absent)	(absent)	
Virtue	Drew Virtue		Present	Y	Y	Y	
Wark	Elizabeth Wark	Leigh Odom	Proxy	A	Y(proxy)	Y(proxy)	
Wasmund	Colin Wasmund		Present (Late Arrival)	(absent)	No	Y	
Waters-Torme	Cheryl Waters-Tormey		Present	Y	No	Y	
Wright	Laura Wright		Present				
				Yeas	23	21	25
				Nays	0	4	0
				Abstain	3	0	0
				% Yes and Voting	100.00%	84.00%	100.00%
				% No and Voting	0.00%	16.00%	0.00%
				Total Voting	23	25	25



Faculty Senate Meeting Chancellor's Report

Wednesday, January 19th, 2022

Kelli R Brown

BUDGET/LEGISLATIVE UPDATE

The State budget was signed into law by Gov. Roy Cooper on November 18th. The budget included raises for faculty and staff and renovations for the historic Moore Building, a landmark for Western Carolina University and the community, which has sat dormant for more than a decade. Additionally, the budget provides another \$12 million for WCU critical infrastructure and capital needs. Compensation increases in the budget included a 5% biennial salary increase and bonuses of up to \$1,500. The one-time bonuses were included in the December payroll. The first 2.5% legislative increase, along with back pay for the period of July 1 – December 31, 2021, will be included in the January payroll. The 2.5% increase for the second year of the biennium will be made effective July 1, 2022.

The NC General Assembly will begin its short session later this spring. During the short session, some budget and policy updates will be considered. WCU's legislative priorities will be finalized by the WCU Board of Trustees at the March meeting.

BOARD OF TRUSTEES UPDATE

The WCU Board of Trustees met on Friday, December 3rd for their regular quarterly meeting. At this meeting trustees endorsed a schedule of fees and rates for the 2022-2023 academic year that would increase the cost of mandatory athletics fees paid by \$86 a year. The proposed fee increase would be coupled with a significant fundraising campaign to help fund the much-needed renovations to WCU's athletic facilities. The proposal now goes to the University of North Carolina Board of Governors for consideration.

Along with proposed fee increase, the board approved a resolution to allow out-of-state undergraduate students on full scholarship to be treated as in-state students.

Trustees also approved recommendations from a feasibility study for the university's division of advancement to start a comprehensive campaign to raise funds to support academic excellence, the student experience, athletics facilities, and annual funds. These recommendations included additional

support in the areas of staffing, alumni engagement, integrative marketing, and communications and events that promote support of the campaign.

The next meeting of the WCU Board of Trustees will be March 3-4, 2022.

ENROLLMENT

Thank you to all WCU faculty and staff for the hard work you continue to do each semester to support and encourage our students. As we head into the Spring 2022 semester, we already have a good idea of the number of students in general and how many of those students were returning from last semester. We will not have final numbers until census date on Monday, January 24th, but as of January 9th, spring numbers were as follows:

- Total enrollment of **10,979** students.
- **9,281** of these students are undergraduate students and **1,698** are graduate students.
- WCU also has a total of **10,070** students returning from last semester.
- A total of **1,245** students graduated in December 2021.

PERFORMANCE-WEIGHTED ENROLLMENT FUNDING MODEL

The UNC System Board of Governors is considering significant changes to the current funding model. The Board and System Office hope the new model will more clearly connect to the System strategic goals, enable campuses to generate revenue by improving performance, eliminate tuition as a factor in the model, and provide more equitable funding across campuses for similar instruction.

The concept behind the proposed funding model is an incremental funding model that provides a clearly defined State subsidy for the change in performance weighted, resident student credit hours (SCHs).

Additionally, the proposed changes to the funding model would include summer credit hours, something the current model does not do.

If passed by the BOG and approved by the General Assembly in the short session this spring, the new funding model would go into effect next year.

We will provide more details of the new funding model as they become available.

CATAMOUNT VACCINE INFO

BOOSTER SHOTS – Faculty, staff, and students can still register to receive the booster shot on campus by going into their health services patient portal. Those receiving their boosters at WCU’s clinic will not need to upload their booster info, however, those receiving a booster at another provided should upload that info as soon as possible using the vaccine submission link under the “My COVID-19 Vaccinations” tab in myWCU.

UPDATES TO CATAMOUNTS CARE GUIDELINES – Catamounts Care Guidelines, including current indoor mask requirements, remain in place through the spring semester as we see cases continue to rise. We encourage the use of KN95 masks, where possible, and faculty and staff can obtain these through their department or office by ordering from Facilities Management. If there are any further throughout the semester, they will be communicated as soon as those decisions are made.

UNIVERSITY ACCOLADES/IMPORTANT ANNOUNCEMENTS

SCHOOL OF ENGINEERING AND TECHNOLOGY RECEIVES GRANT — A program to foster the development of future technology entrepreneurs, housed in the School of Engineering and Technology, has gained monumental support through an almost \$1.5 million grant from the National Science Foundation. Over the next six academic years, WCU will use the money for scholarships to recruit 30 students for instruction and support in an educational combination of traditional engineering skills and innovative entrepreneurial and business acumen.

NEW ASSISTANT VICE CHANCELLOR FOR ENGAGEMENT — Following a national search, James D. Hogan has been appointed to the position of assistant vice chancellor for engagement at WCU. The appointment is effective starting January 1.

NEW DEPUTY CHIEF OF STAFF/EXTERNAL RELATIONS – Following a national search, Christy Agner, has been appointed to the position of deputy chief of staff/director of external relations, effective, Feb. 1. In this role, Ms. Agner will serve as WCU’s legislative liaison.

GRANT FOR SUMMER READING PROGRAM — The N.C. Scottish Rite Masonic Foundation recently awarded the WCU Speech and Hearing Clinic with a \$13,000 grant. The grant will be used to expand the Speech and Hearing Clinic’s summer reading program to help reach a larger number of children with language and learning impairments.

WCU LIBRARIAN PRESENTED WITH AWARD — Shamella Cromartie, the associate dean of library services, is the winner of this year’s “I Love My Librarian” Award. Recognized by the American Library Association (ALA) for her inclusive approach to pedagogy and empowering scholarship within the campus community, Ms. Cromartie was selected from more than 1,300 nominations from library users across the country.

Provost's Report to Faculty Senate

January 2022

Retention

The Office of Student Retention welcomes Caroline LeBoeuf as our new Assistant Director. Caroline's chief responsibility will be to coordinate Student Transitions. She has significant experience in advising, coaching, mentoring, program coordination, and partnerships with community colleges and early colleges. She most recently served as the Senior Transfer Advisor in the Advising Center. Caroline earned an M.Ed. from The Citadel, a B.A. from Winthrop University, and a postbaccalaureate certificate from Lancaster University (U.K.).

Academic Appeals: The Academic Appeals Board, comprised of faculty, advisors, and other student support staff, has completed review of undergraduate students' academic appeals from Fall 2021. There were 233 total appeals, 67% of which were approved. By comparison, in Fall 2020, there were 177 appeals with an approval rate of 61.6%. Overall, the board felt students submitted more detailed information and documentation compared with previous years. Of the 233 appeals, 67 were first-time, full-time freshman students and the approval rate for their appeals was 60%. Improvements in the messaging to students with academic actions (i.e., suspension, dismissal) may have contributed to the better quality of appeals. The Board expresses appreciation to all faculty and staff who wrote letters of support on behalf of our students.

Student Transitions: We welcome Caroline LeBoeuf as our new Assistant Director of Student Retention. Caroline's chief responsibility will be to coordinate Student Transitions, but she will be engaged in other retention efforts across campus. She has significant experience in advising, coaching, mentoring, program coordination, and partnerships with community colleges and early colleges. She most recently served as the Senior Transfer Advisor in the Advising Center. Caroline earned an M.Ed. from The Citadel and a B.A. from Winthrop University, and she completed a postbaccalaureate practicum at Lancaster University (U.K.).

Spring and Fall 2022 Enrollment

Spring - Current (as of January 16th) enrollment for the spring semester is slightly below that of Spring 2021 by 217 students (headcount) or 1.94%. Census date (official snapshot of enrollment for a given semester) is at the 10th class day, which is January 24th for the current semester.

- Graduate student headcount enrollment is 1,679 vs. 1,705 last spring
- Undergraduate student headcount enrollment is 9,282 vs. 9,473 last spring

Overall enrollment is 10,961 vs. 11,178 last spring. Student credit hours (on which we are funded) reflect a decline of 2.67% undergraduate (3,327 SCHs) and an increase of 2.75% graduate (383 SCHs).

Note: numbers are fluid until census day and reflect ongoing changes to schedules and registration.

Fall - The Fall 2022 enrollment projection is very healthy with significant increases in applied, admitted, and committed (paid deposit) categories of undergraduate students, when compared to preceding fall semester data, point-in-time. See table below.

We will continue to monitor graduate student enrollment for fall—it is early in that enrollment cycle.

First-Year (High School) Students (Fall 2022)

	Fall 2019	Fall 2020	Fall 2021	Fall 2022	# Change from 2021	% Change from 2021
Applicants	16,088	13,179	11,964	15,487	3,523	29.45
Admits	5,439	5,397	7,260	11,569	4,309	59.35
Commits	375	405	284	609	325	114.44

1/14/2022

New Transfer Students (Fall 2022)

	Fall 2019	Fall 2020	Fall 2021	Fall 2022	# Change from 2021	% Change from 2021
Applicants	1,049	1,082	1,162	1,297	135	11.62
Admits	234	465	496	784	288	58.06
Commits	28	56	81	145	64	79.01

Source: WCU Office of Undergraduate Admissions

The national picture for college attendance is less rosy, according to the National Student Clearinghouse Research Center.

“Coming in on the heels of already-falling undergraduate enrollment, the pandemic has exacerbated the decline in students enrolling in college, as detailed in the latest report from the National Student Clearinghouse Research Center. In two years, total decline in enrollment shows a loss of nearly 1 million students, and this year's freshmen number about a quarter of a million students fewer than those enrolling in the fall of 2019.”

Employee Salaries

- WCU has adopted the recommendations from two committees (the Standing Committee on Faculty Salaries and the SHRA/EHRA Non-Faculty Salary Committee) and the WCU Executive Council has approved \$1.5M recurring funding to begin implementation of the recommendations of the committees based on market analysis/gap immediately. Additionally, \$200,000 was set aside to implement the Non-Tenure-Track promotion process.
- For faculty, the Standing Committee recommended that WCU “develop [and implement] a plan to address compression and inversion issues among current faculty to raise salaries to

the 50th percentile of CUPA-HR (College and University Professional Association-Human Resources) salary range over five years.”

- For staff, the SHRA/EHRA Non-Faculty Committee has recommended continuing to address salary compression that was created in 2018 when the state-wide minimum salary floor was adjusted to \$31,200. In 2020, the Committee recommended a four (4) phase plan to begin to address this compression, which is being resumed after suspension in March 2020.
- Conversations regarding increasing the rate for faculty tenure and promotion are ongoing. Currently, the increases are flat rates (currently \$4,000 for tenure promotion of associate professor and \$6,000 for full professor).
- The legislative bonus for eligible employees (\$1,000 for employees earning above \$75,000 and \$1,500 for those earning \$75,000 or less) was included in December 2021 paychecks.
- The legislative increase (5% to base salary over two years) will be allocated for all eligible faculty and staff in two actions. The first 2.5% will be included in the January 2022 payroll and will be retroactive to July 1, 2021 (with the period of 7/1/21 – 12/31/21 being provided as a lump sum payment). The second 2.5% is scheduled to be implemented and effective beginning in July 2022.

Academic Appeals

The Academic Appeals Board, comprised of faculty, advisors, and other student support staff, has completed review of undergraduate students’ academic appeals from Fall 2021. There were 233 total appeals, 67% of which were approved. By comparison, in Fall 2020, there were 177 appeals with an approval rate of 61.6%. Overall, the board felt students submitted more detailed information and documentation compared with previous years. Of the 233 appeals, 67 were first-time, full-time freshman (FTTF) students and the approval rate for their appeals was 60%. Improvements in the messaging to students with academic actions (i.e., suspension, dismissal) may have contributed to the better quality of appeals and the board expresses appreciation to all faculty and staff who wrote letters of support on behalf of our students.

Research and Scholarship Conference/RASC

The Undergraduate Exposition and the Graduate Research Symposium’s combined event returns through the Research and Scholarship Conference (RASC) the week of March 21st. The theme this year is The Impact of Mentoring: Advancing Processes in Research, Scholarship, and Creative Activities; we have a line-up of events to celebrate this theme. Student registration is required and open until February 14, 2022. More information can be found at research.wcu.edu/rasc.

Spring Teaching and Learning Day – Friday, January 21st

The Coulter Faculty Commons’ Spring 2022 Teaching and Learning Day, focusing on Preventing Burnout with Self-care Strategies is scheduled for Friday, January 21st 1:00-3:30p in Health and Human Sciences, Room 204. Additional details will be available soon on the CFC blog. You may register for this event here: https://wcu.az1.qualtrics.com/jfe/form/SV_enx7M15T6bLlxzM.

Staff Senate Report

January 19, 2022

Staff Senate Scholarship News

Staff Senate Scholarship Application is OPEN

The scholarship application opened on October 1, 2021 and will remain open through February 1, 2022. If you are an SHRA or EHRA non-faculty staff member (or know of one) with a dependent who will be attending WCU next year, encourage them to apply for the Staff Senate Scholarship.

U Club Silent Auction Event

The annual U Club Silent Auction which benefits the Staff Senate Scholarship Fund has been scheduled for April 4-9. The silent auction will culminate in a ticketed gala at The Paper Mill in Sylva on Saturday, April 9th from 6:00p – 9:00p. Limited tickets will be sold (100 tickets for \$50/each). The Paper Mill will provide the venue, heavy hors d'ouvres, and live music. The U Club and Staff Senate will be providing “small bites” in the form of a dessert competition. They have set a fundraising goal of \$10,000. More information will be forthcoming.

Staff Senate Annual Holiday Ornament

Planning for the 2022-23 holiday ornament is underway. We are in preliminary discussions with the Rapid Center and the School of Art & Design regarding design and manufacturing. Proceeds from this holiday ornament help support scholarships for currently enrolled or accepted students who are children of SHRA and EHRA non-faculty employees and Staff Senate initiatives.

University Police Department – No Shave Fundraiser

The WCU Police Department has held its third “No Shave” campaign during the winter break. Participating officers (1 female and 10 males) raised \$220. Mike Byers, VC for Administration & Finance matched that amount for a total gift of \$440 donated to the Staff Senate Scholarship Fund.



Positive Impact Discussion Panel

Staff Senate Human Resources Committee is hosting leadership discussions to staff across campus. The discussions are limited to 15 people and will run approximately one hour with time for Q&A. Dr. Carol Burton kicked off the first PI discussion in November. Upcoming sessions include:

Craig Fowler	TBA (01.13.22 discussion was postponed)
Dr. BaShaun Smith	February 4, 2022
Trustee Kathy Greeley	March 2022



Staff Emeritus

We have identified six senators who are working on this initiative in hopes of bringing a Staff Emeritus recognition to Western Carolina University. The committee plans met at the end of the year. We have reached out to four of the

UNC System schools who already have this recognition for additional information, hurdles, tips they may have as we explore this idea on our campus. As we move forward, we plan to have conversations with WCU HR and senior leadership to explore the viability and establishment of a staff emeritus award.

Draft Climate Change Resolution

The Senates have been in discussion regarding the draft Climate Change Joint Resolution. Staff Senate has a Draft Resolution which was presented as an informational item at our December meeting. We plan to move it forward to a vote at our February meeting.

Staff Senate Elections

We are gearing up for our Senator Elections with nominations beginning in February and the election in March. New Senators should be announced in April. In early April, we will open the officer nominations and have an election later in the month. New Officers should be announced in May.

Week of Kindness

The **Week of Kindness** (November 15-19, 2021) was an initiative born from research by Drs. Kim Gorman and Kathleen Brennan regarding mental health stigma on our campus. In a presentation at the Summer Institute, Dr. Gorman shared the immediate impact kindness can have on our wellbeing. Senator Anne Aldrich was inspired by the presentation and spearheaded a volunteer committee of staff and students for the Week of Kindness. The committee developed messaging for electronic signage including inspiring messages that could be printed and posted in offices, they created an electronic bingo card, and a hashtag “WweekOfKindness.” The goal was to plant the seeds of kindness and see what emerges.



Chancellor Brown recorded a kick-off video for the initiative that was distributed via Inside WCU and shared on social media. During the week, various departments across campus sponsored their own “kindness” initiatives such as:

- Social media, electronic signage with prepared messages of kindness
- Holidays for Heroes (WCU Military Services)
- Operation Christmas Box 2021 (Jackson County homebound elderly)
- “Thank You” card table
- “Kindness Can Move Mountains” Volunteer Directory
- “Cornucopia of Kindness” table
- “Be Kind Because” Photo Series
- Candy
- Cup of Kindness — a bowl of inspirational quotes of kindness and encouragement— folks were encouraged to take one and pass it on

We are in the planning stages of a Spring Week of Kindness.

[Adopt-A-Highway – November 18, 2021 | 2:00p - 4:00p](#)

Staff Senate **Adopted a Highway** on the backside of campus on Old Cullowhee Road. Our two-mile stretch of road is from the Bayside Drive to Highway 107. We have had two clean-ups already this year and plan to have at least two more in the spring semester. The first cleanup was a couple days before Homecoming; our most recent was on November 18th during the Week of Kindness. More dates will be planned in the spring semester.



[Professional Development Applications are Open](#)

Thanks to the Administration and Finance Division, staff senate was given \$12,000 in funds this year to award to staff members. Staff members must be employed by WCU for at least one year in a full time, permanent staff capacity at the time of the application. Applications are open for on the [Staff Senate website](#). Applications are reviewed monthly.

[Family-Friendly Campus](#)

We are still working on the possibility of creating other Parent Rooms across campus. Currently, we are aware of two Parent Rooms: 1) Hunter Library and 2) Health and Human Sciences Building. The Parent Rooms are for parents who are nursing, feeding, changing little ones. We are gathering information re: space utilization, renovation costs, and management to name a few.

Additionally, we are considering adding changing stations in public facing areas on campus. Currently located in Bardo, UC, Ramsey, Starbucks at Brown, and Chili's. Senators are considering other areas such as courtyard, Brown, Hunter Library, HFR, HHS (clinics on 1st floor), Coulter Recital Hall, Camp, and Bookstore. Issues we expect to encounter are that several bathrooms are small and need to fit ADA standards, and the costs of purchasing and installing changing stations.

[Leadership Book](#)

In the process of reading, [You Don't Need a Title to Be a Leader: How Anyone, Anywhere, Can Make a Positive Difference](#) by Mark Sanborn. Planning is underway for group discussions.

[Internal Operations and Organizational Structure](#)

Senate committees are working on internal Standard Operating Procedures (SOPs) with the plans to have this work completed by February. We will use this information to create a thorough database of the innerworkings of the Senate's committees, events, and month-to-month happenings. This will improve the transparency of Staff Senate and its organizational structure for future Senators.

**SGA FACULTY SENATE REPORT
WEDNESDAY, JANUARY 19TH, 2022**

SGA Update

Judicial Branch

- Judicial meet on Thursdays at 5:45 pm. These meetings are closed to the public.

Legislative Branch

- Senate will resume their weekly Monday meetings on January 24th.
- Interviewing applicants for opened Senate positions.
- Senate meet on Mondays in the UC Multipurpose room from 6 - 8pm. Meetings are open to the public. Contact Vice President Lester to get on the agenda.

Executive Branch

- Finalizing CORE and RSO changes.
- Hiring a new Director of Finance, Chief of Staff, and Director of Operations.
- Exec meet on Wednesdays from 5 – 6 pm. Meetings are closed to the public. Reach out to President Hart if you would like to attend.
- President Hart and Vice President Lester released a statement regarding the recent debate surrounding RA trainings last week.
 - Reminds students of the Community Creed and the need to respect each other.
 - Recommends RA receive Safe Zone training rather than Rainbow 101, the University evaluate the need for an expansion to the Office of Equal Opportunity and Diversity Programs with the addition of another role, and require training the professors who use the One Book program that provides knowledge and tools to facilitate civil discourse within the classroom.
- Goals/next steps
 - Safety walk with administration
 - SGA affiliate website
 - Reviewing Title IX victim's packet and resources
 - Menstrual products in academic buildings
 - Mental Health Day on high stress days like Election Day

External Updates

- CORE fest on February 7th 11 am – 2 pm at Catafount. Rain location is the UC Grandroom.
- The filling period for elections has opened and will close on January 24th.

UNC Association of Student Governments

- Next meeting is January 21st – 22nd. It has been moved online due to COVID-19.
- WCU delegation is working on legislation concerning:
 - The addition of an antihazing, antidiscrimination clause to the ASG governing documents
 - Updates to the ASG President requirements
 - A vote on the Board of Governors for the ASG President
 - Laptops added to the cost of attendance
 - Mental health days



STUDENT GOVERNMENT ASSOCIATION of WESTERN CAROLINA UNIVERSITY

98th SESSION HART-LESTER ADMINISTRATION, Fall 2021-Spring 2022

Please visit my website if you would like read about my specific platform

<https://rebeccaemilyhart.wixsite.com/president>



THE OFFICE OF THE STUDENT BODY PRESIDENT *and* VICE PRESIDENT
STATEMENT NO. [1]

January 12, 2022

Catamount Community,

Our university is diverse and represents students from many different backgrounds, beliefs, races, religions, morals, identities, and ideals — all of which are welcomed and celebrated. We come to Western Carolina University to better ourselves, both academically and personally. It is the duty of WCU to teach us how to work and live in an increasingly diverse world.

WCU COMMUNITY CREED

I will **LIVE** by high standards of academic and personal **INTEGRITY**.

I will **EMBRACE** my **RESPONSIBILITIES** as a member of this community.

I will **RESPECT** the rights and well-being of **OTHERS**.

I will **VALUE DIVERSITY**, inclusive excellence, and individual differences.

I will **ENGAGE MYSELF** in the artistic, cultural and academic life of my University.

I will **CELEBRATE** and express pride in **WESTERN CAROLINA UNIVERSITY**.

In our first semester, we all sign the Western Carolina University Community Creed. *I will value diversity, inclusive excellence, and individual differences.* This is just one commitment, but it is an important part of what makes Western Carolina University a community. We may not always understand the identities represented on our campus, but we must respect them. It is important to recognize that while WCU is tasked with educating us, we are responsible for being receptive to learning.

The Student Government Association represents all students of WCU regardless of race, color, national or ethnic origin, religion, sex, sexual orientation, gender identity or expression, age, political affiliation, disability, marital status, ancestry, genetic information, citizenship, or veteran status. We recognize a need for open discussion amongst the Student Body and pledge to provide a space this semester through forthcoming events. Additionally, we are open to any and all feedback on how we can better support our diverse student body.

As the elected officials of the governing body of the students, we call upon the University to do the following to better serve and equip us:

1. Include the full Safe Zone training from Intercultural Affairs in the mandatory training of all Residential Assistants (RAs). Residential Living should additionally provide a safe environment for RAs to discuss openly throughout and following trainings.
2. Evaluate the need for an expansion to the Office of Equal Opportunity and Diversity Programs with the addition of another role. This office currently only houses the Chief Diversity Officer, which was created in 2016. Diversity is both extensive and intersectional. Additional personnel in this office indicates a commitment to inclusive excellence and expands the work this office can accomplish.



STUDENT GOVERNMENT ASSOCIATION of WESTERN CAROLINA UNIVERSITY

98th SESSION HART-LESTER ADMINISTRATION, Fall 2021-Spring 2022

3. Continue the One Book program with the intention of selecting books that provide a new perspective for incoming freshmen and require training with Intercultural Affairs and the Office of Equal Opportunity and Diversity Programs for the professors who use the One Book program that provides knowledge and tools to facilitate civil discourse within the classroom.

We are a community. As part of this community, we all have a role in upholding its values. We want to reiterate that differences of opinion and civil discourse are expected and encouraged, but respect for others is necessary.

As always – go cats!



Rebecca Hart
Student Body President



Susannah Lester
Student Body Vice President





Minutes of the Meeting of the UNC Faculty Assembly

December 3, 2021, via Zoom

Meeting Attendees:

ASU Gayle Turner
ECU Toyin Babatunde; Pamela Reis; Purificación Martínez; Jeff Popke; George Bailey; Ralph Scott
ECSU Kacey DiGiacinto; Hirendranath Banerjee; Malcolm Dcosta
FSU Chet Dilday; Robert Taber; Kimberly Tran
NCA&T Nicole Dobbins; Phoebe Ajibade
NCCU Ralph Barrett; Kuldip Kuwahara
NCSSM Keethan Kleiner; Floyd Bullard
NCSU Richard Spontak; David Berube; Darby Orcutt; Juliana Mukuchi Nfah-Abbenyi
UNCA Marietta Cameron; Melodie Galloway; Aubri Rote; Lisa Sellers
UNC-CH Jenny Womack; Chaitra Powell; Jan Hannig; Eileen Dewitya
UNCC Susan Harden; Karen Ford-Eickhoff; Debra Smith
UNCG Wade Maki; Spoma Jovanovic; Joyce Clapp
UNCP Rachel Morrison; Heather Sellers; Jennifer Wells
UNCSA Elizabeth Klaimon; Ellen Rosenberg
UNCW Jason Fleming; Jill Waity
WCU Vicki Szabo; Bill Yang; Beth Wall-Bassett
WSSU Jack Monell; Carol Cain; Hamdy Radwan
UNC System Office Norma Houston; Kimberly van Noort; David English; Jim Ptaszynski; Darryl Bass; Rondall Rice; Jennifer Gerz-Escandon; Kelley Gregory

9:00 – 9:05 AM Welcome, and Approval of the Minutes of the October 15, 2021 meeting – Dr. Timothy J. Ives

Faculty Assembly Chair Ives:

Dr. Ives gave a thank you to faculty for all their hard work this term. Special thanks and appreciation to more than 420 System Faculty who worked on the UNC-Common Numbering System. He gave a call for nominations to replace Dr. Cherry Beasley who has resigned from the Faculty Assembly Executive Committee. He also gave a reminder of the next meeting that will be held on January 14, 2022 and will include a discussion of Committee on Audit, Risk Management, and Compliance, and the Kitty Hawk Online Learning project.

Dr. Ives called on Drs. Kacey DiGiacinto, Joyce Clapp, and Melodie Galloway, Co-Chairs with Wade Maki - Communications Committee to give an update on the *Journal for Digital Learning and Innovation*. The JDLI work is progressing, and they anticipate completing the first phase of finalizing reviewers, followed by a call for papers in spring of 2022. The journal is housed in the UNCG Library, and we are grateful for their hard work and support.

The minutes of the October 15th meeting were approved unanimously.

UNC System President Peter Hans:

President Hans greeted the Assembly and gave an update on state budget proceedings and decisions and what that means for the UNC System. He said it took a lot of time, but they finally got a budget passed. His staff spent an enormous amount of time in the process. He gave the following specifics on items passed in the state budget agreement:

- 5% salary increases + bonus
- Full funding for enrollment growth (\$70M)
- Full funding for NC Promise (\$15M) + FSU Expansion (\$11.5M)
- Full funding for building reserves (\$29M)
- Kitty Hawk Adult Online Learning (\$97M)
- Sweeping capital investments (\$1.1B + \$1.1B)
- All policy priorities were met/approved

President Hans then reported that the System Office is seeking guidance from the North Carolina Office of State Human Resources to make sure the process is correctly implemented. Bonuses should be in the December paychecks, and the 2.5% 2021-2022 raises, retroactive to July 1, 2021, will be in the January paychecks. An additional 2.5% raise is forthcoming for academic year 2022-2023. He said he was thrilled to be able to deliver on this promise that he made ~~much too~~ long ago.

Other items that passed include Fayetteville State University was added to the NC Promise program. The Kitty Hawk Adult Online Learning will help more than 1 million adults in North Carolina who have some college have the ability to finish their degrees. This will also help more than 60,000 North Carolina adults who are enrolled in four-year degree programs out of state to have a higher quality educational experience, resulting in a more credible degree. The \$2 billion in capital investments appropriated by the legislature will go directly to campuses. President Hans mentioned that one of our greatest challenges may be in finding contractors who will follow through and finish the job. He stated that this is a historic investment. If you take out the one-time, non-recurring funds, there is an overall increase of 11% in the first year, 14% in the second year - this is the largest increase in the history of the UNC System. He concluded with much thanks to all parties who have done this hard work and who have seen this through.

President Hans answered multiple questions from faculty members regarding more specifics about the budget, faculty retention and faculty salary compression.

Session: The Role of the Ombuds Programs in Higher Education

Ombuds Program Presentation Panel: Roy Baroff, North Carolina State University; Dr. Jill Crainshaw, UNC School of the Arts; Dawn Osborne-Adams, UNC-Chapel Hill.

The ombuds programs on each campus are independent, neutral, and confidential. This office exists to assist and guide students for conflict management, prevention, and resolution. They advocate for fair processes, working to empower the student to successfully navigate their campus experience to address challenges and identify resources.

What an Ombuds Program does:

- Provide a confidential forum. Meet 1:1. All matter(s) discussed is always confidential.
- Listens. Ombuds programs help to navigate fear and embarrassment. By listening, the ombuds help the student learn something new and find another direction. They help with providing a sense of re-centering and help provide the best route for the student to go.
- Discuss concerns and help clarify the most important issues
- Help identify and refer to other resources appropriate to the student's concerns
- Explain policies and processes
- Serve as a neutral party to solve problems and resolve conflict
- Report trends; make recommendations for institutional improvement
- Use experience, knowledge, and judgment to assist. The programs are human-centered and provide for self-care.

What an Ombuds Does Not Do:

- Accept formal complaints, or notice for the university
- Render formal decisions
- Offer legal advice
- Alter policy
- Circumvent administrative procedures
- Participate in any formal university grievance or hearing
- Mediate disputes between students and faculty or administrators
- Testify in any judicial or administrative proceeding, unless required by law after reasonable efforts have been made to protect confidentiality
- Serve as a place to advocate for any individual or entity.

All three presenters offered to help campuses establish an ombuds program if one does not currently exist.

UNC System Faculty Assembly Caucus Meetings

The Caucuses then met separately, discussing common issues, including their ombuds programs, where existing.

Committee Updates

The Chairs/Co-Chairs of the Faculty Assembly Committees provided updates on their most recent work.

The next meeting of the Faculty Assembly will be held on Friday, January 14.

The meeting adjourned with no objections at 11:41 AM.

UNC System Faculty Assembly Meeting / Friday, December 3, 2021
Addenda / Additional Notes from Vicki Szabo

Report from the Editorial Board of the *Journal of Digital Education Innovations*:

- Kacey DiGiacinto, Ph.D., Elizabeth City State University; Joyce Clapp, Ph.D., UNC-Greensboro; Melodie Galloway, D.M.A., UNC-Asheville
- Discussion of the innovative, ground-breaking, critically important role of this journal
- \$100 submission fee for outside of system; manuscript at no cost for inside system
- Showcase innovative teaching practices within the system

System President Peter Hans

- ROI STUDY:
 - Asked about NC Budget bill 8.17 – ROI program evaluation - requirement to assess “return on investment” of all programs across UNC System. From Norma Houston: “The budget bill appropriated funds for a study of the Return on Investment of each of our academic programs in partnership with an outside consulting firm. The RFP for this study went out earlier this week. This ROI will replace, for this cycle, our biennial program productivity review and will not only report on numbers of program graduates, but also cost of degrees, students’ ROI (debt/cost and expected salary ratios) and the ROI to the state (measurements of this will be determined as part of the study). Kim van Noort will be leading the project with a team of System Office and campus representatives. She has already had preliminary discussion with your provosts.
 - Dr. Kim van Noort – “we didn’t request it, but we see value in this opportunity”
 - Will return to FA in January to talk about how this will unfold, what the goals are, etc.; campuses will be deeply involved.
- SALARY / COMPENSATION:
 - Norma Houston re. salary: “In the ARP instructions the SO sent out last week, campuses were advised that yes, they can use internal funds to award additional salary increases above the 2.5% LI, up to a total of 7.5% (i.e., an additional 5% increase). In addition, the SO has lived the COVID-19 HR pause on non-essential personnel actions which enables campuses to consider other salary adjustments for additional duties, equity, and market rates.”
- RUMORS OF MERGER OF UNC SYSTEM WITH COMMUNITY COLLEGE SYSTEM
 - Pres. Hans – study of putting those entities together in the same building; no reason for unnecessary alarm; the research enterprise of our universities still critical. “Can we work more closely with our brothers and sisters across the educational system, including pre-K, yes, but what form or function that may take remains to be seen.”
 - UNC system office likely to move to Raleigh – no impact on our world class research enterprise.

9:30 – 10:30 AM Seminar: **Ombuds Programs Across the UNC System**

- Suggestion of virtual Ombuds:
 - Sharing Ombuds from other campuses to ensure neutrality and anonymity, instead of having a faculty member / peer / colleague.
 - Distrust from many colleagues at smaller institutions about Ombuds fellows housed within Provost office or Academic Affairs – fears of reporting back to administration.
 - Would also allow cost-sharing or savings if shared among campuses.
 - Ombuds report should go to faculty senate as annual report....

**UNC System Faculty Assembly Meeting
December 3, 2021**

The Role of the Ombuds in Higher Education

References and Resources

Speakers:

Roy Baroff, M.A., J.D., Faculty & Staff Ombuds, North Carolina State University, 919-515-7685; rjbaroff@ncsu.edu; [Faculty & Staff Ombuds Office \(ncsu.edu\)](#)

Jill Crainshaw, Ph.D., Ombuds, UNC School of the Arts, 336-972-9182; ombuds@uncsa.edu; [Ombuds Office - UNCSA](#)

Dawn Osborne-Adams, J.D., University Ombuds and Director, Ombuds Office, UNC-Chapel Hill, 919-843-8204; dawnoa@unc.edu; [The University Ombuds Office \(unc.edu\)](#)

Resources:

Selected works on the function and history of organizational ombuds:

https://www.ombudsassociation.org/assets/docs/The_Organizational_Ombudsman.pdf

[The Organizational Ombudsman: Origins, Roles and Operations - A Legal Guide \(americanbar.org\)](#)

NASEM (National Academies of Science, Engineering and Medicine) Presentation; *Organizational Ombuds: History, Expansion, and Cultural Impacts*; [Action Collaborative on Preventing Sexual Harassment in Higher Education 2021 Public Summit | National Academies](#); Recording available at https://www.youtube.com/watch?v=qYcm_6QyrOY

[A Brief History of the Student Ombudsman: The Early Evolution of the Role in US Higher Education \(ombudsassociation.org\)](#)

Professional Associations Supporting Organizational Ombuds:

[International Ombudsman Association | Home \(ombudsassociation.org\)](#)

[IOA 2020 The Modern Ombuds Double Sided Brochure.pdf \(memberclicks.net\)](#)

American Bar Association resolution encouraging greater use and development of ombuds programs: [103 2017A \(americanbar.org\)](#)

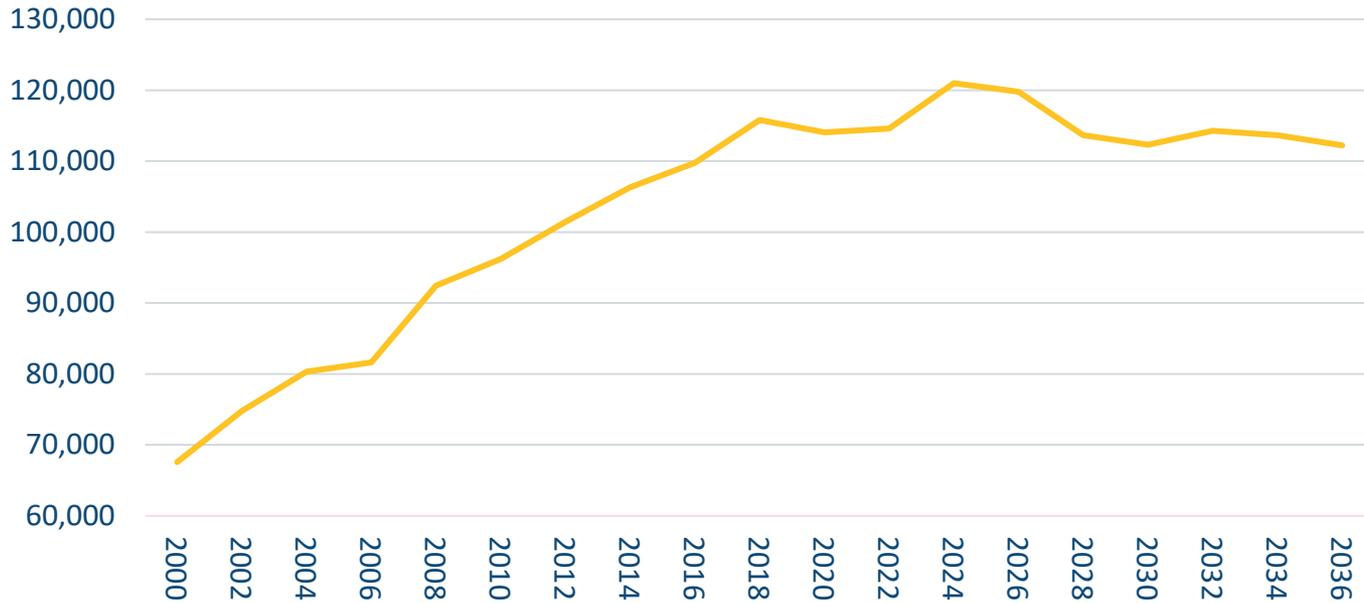


PROJECT KITTY HAWK

Update to Board of Governors
January 19, 2022

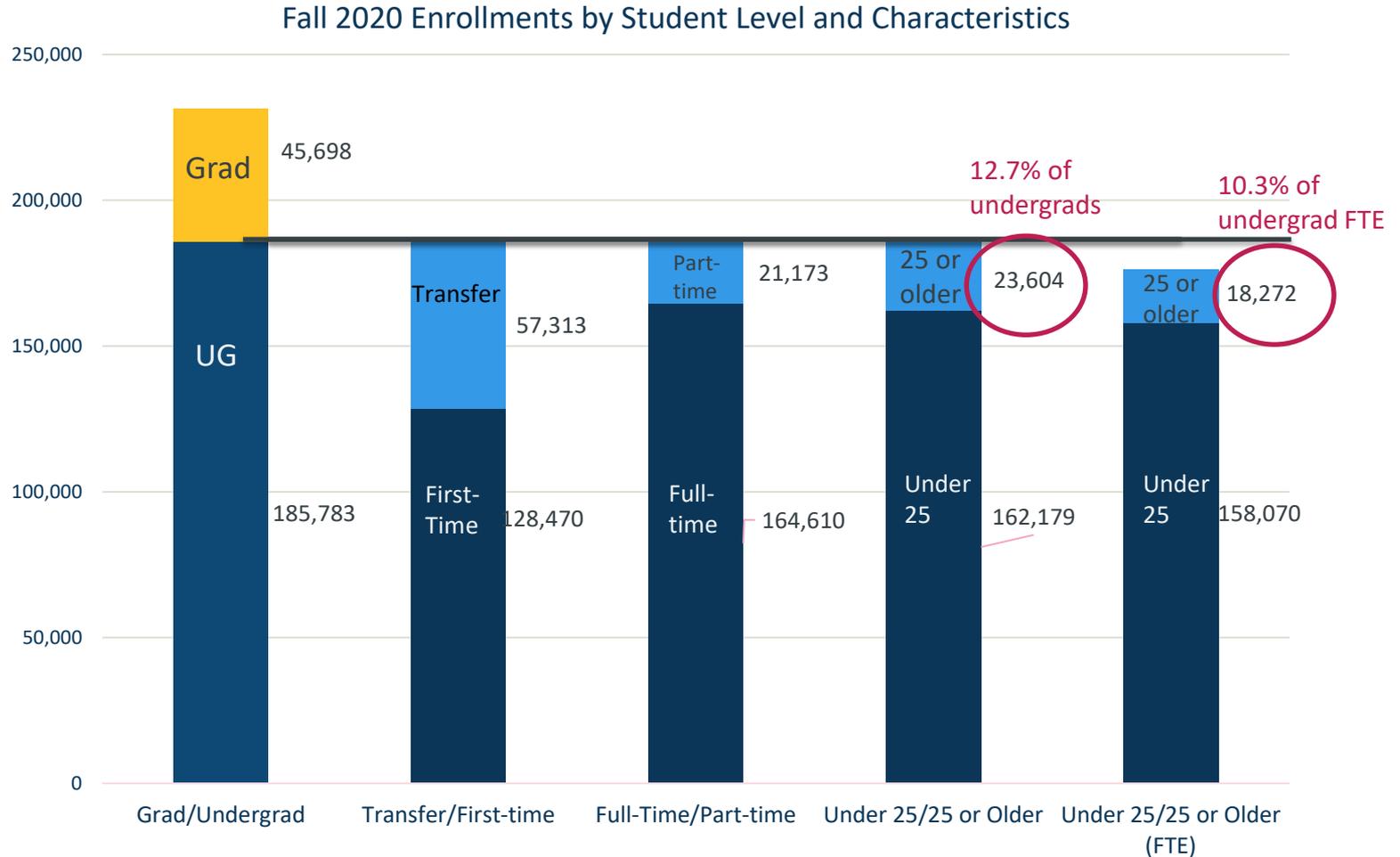
Demographic Slowdown Nationally and in North Carolina

North Carolina Public & Private High School Graduates (Actual and Projected)



The growth in High School Graduates from:			
2000-2007	2007 to 2017	2017 to 2027	2027 to 2037
32.2%	27.5%	1.5%	-3.0%

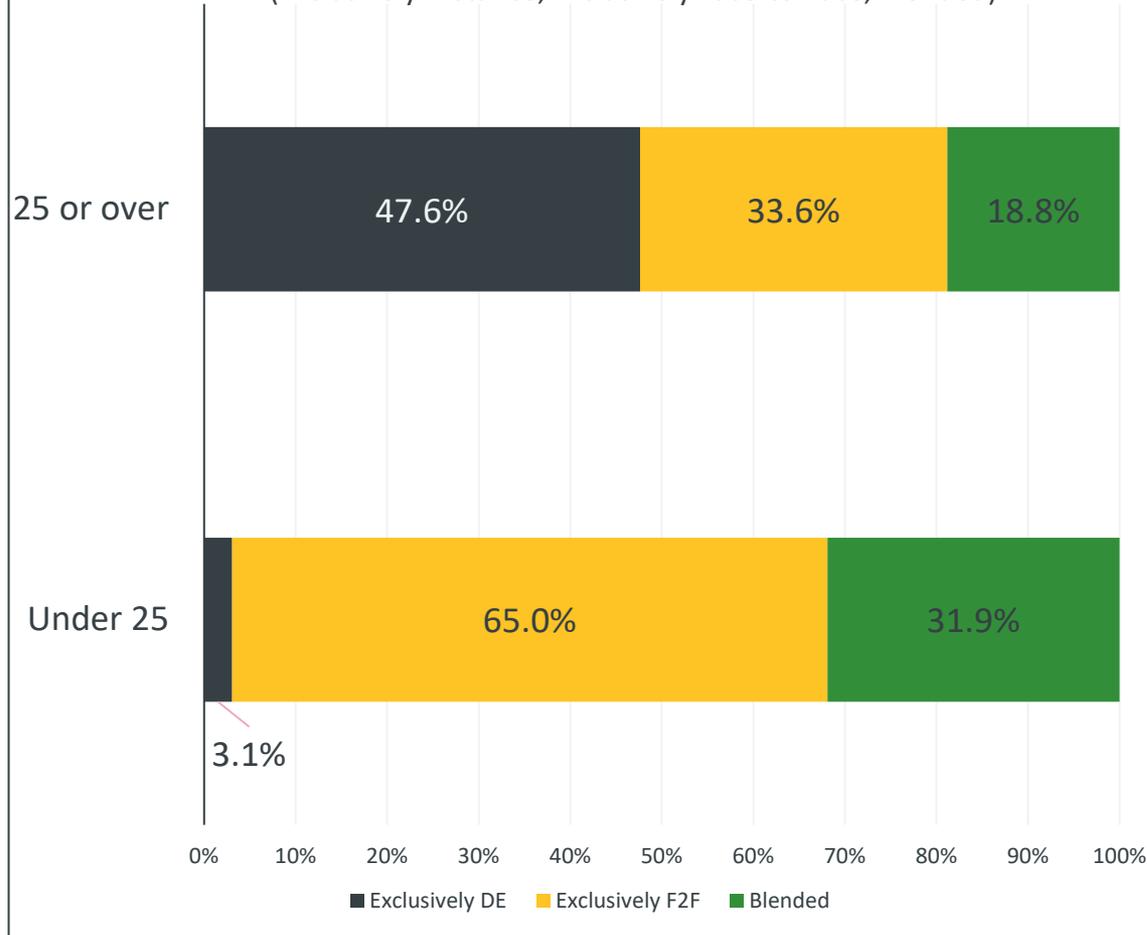
UNC is Reliant on Traditional-age Students



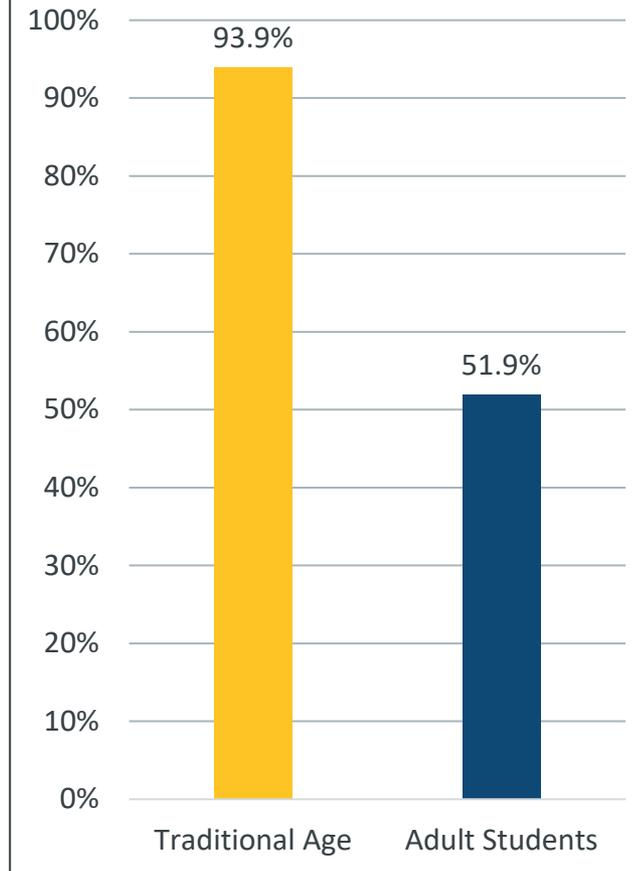
Adult Students Have Distinct Preferences

Undergraduate Enrollment Patterns, Fall 2019

(Exclusively Distance, Exclusively Face-to-Face, Blended)

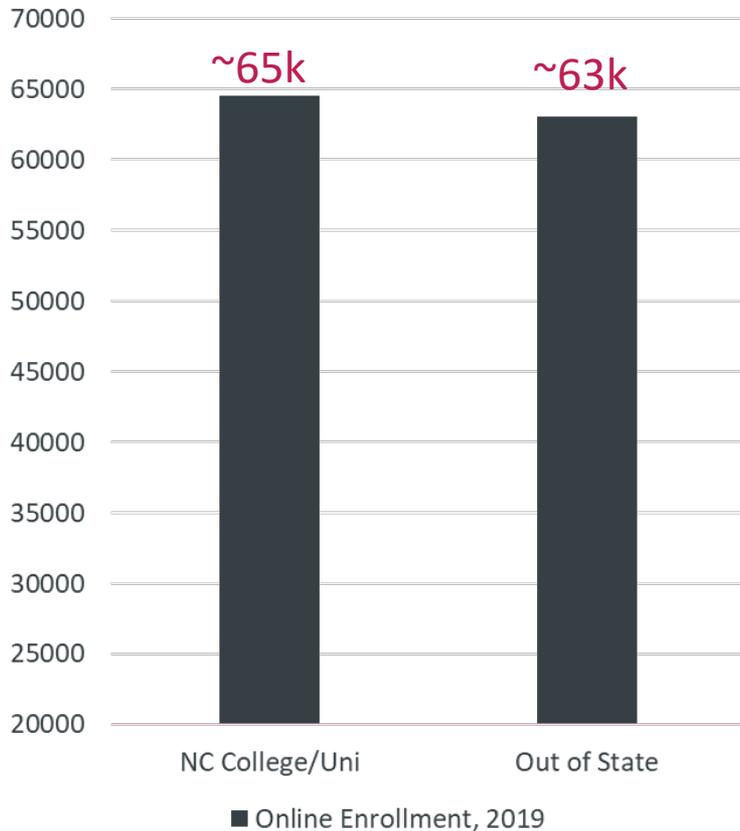


Full-time Enrollment (Undergrads, Fall 2020)

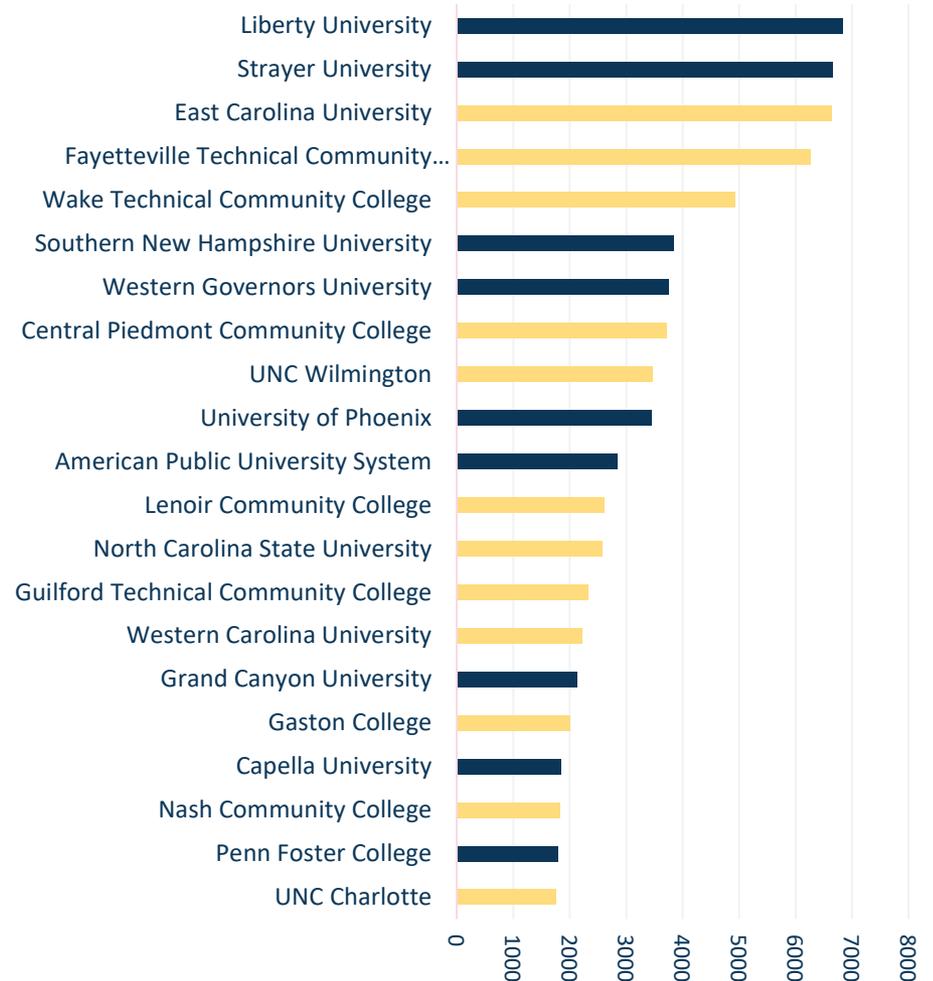


Data Indicate Demand *Within* North Carolina for More Innovative and Flexible Programs

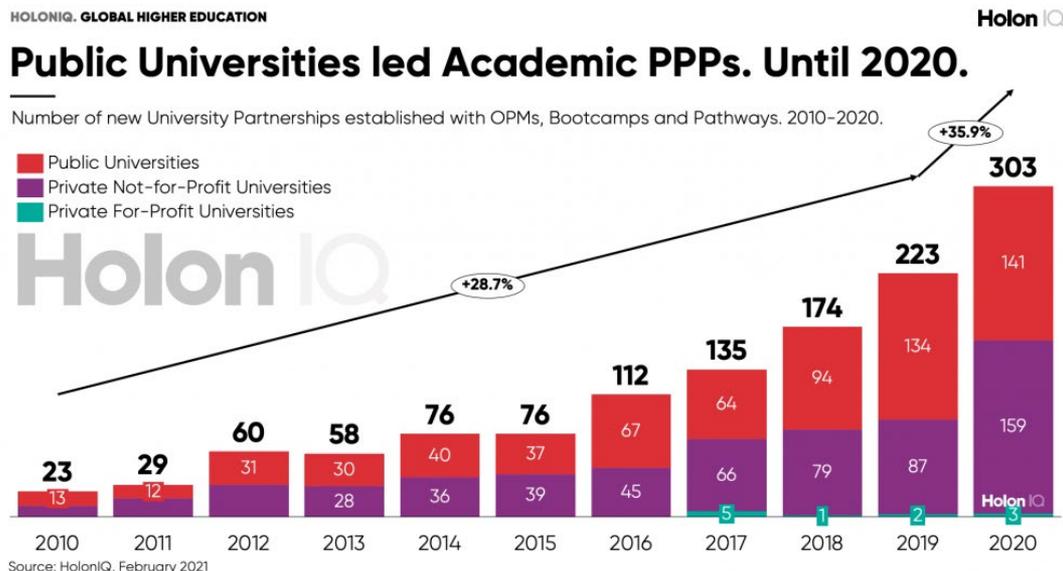
Online Enrollment, 2019



Online Enrollment of North Carolinians, Fall 2019



Emergence of Online Program Managers (OPMs)



- OPMs emerged to help universities develop and offer online programs by providing program design, access to technology platform, and sophisticated marketing and recruitment of new students.
- In exchange, OPM receives a share of the tuition revenue generated, typically 55-60% (though some shares are ~50%).
- OPMs have tended to target graduate degree programs, and in particular high-tuition masters and professional degrees. Undergrad degree programs are less common.

How Should the System Respond?

- Build an 18th university?
- Acquire an online university?
- Pick a winner in the System?
- Let 1,000 flowers bloom?
- Build a “shared service” that enables universities to accelerate?

2021 Budget

high-quality credential or postsecondary degree by 2030.

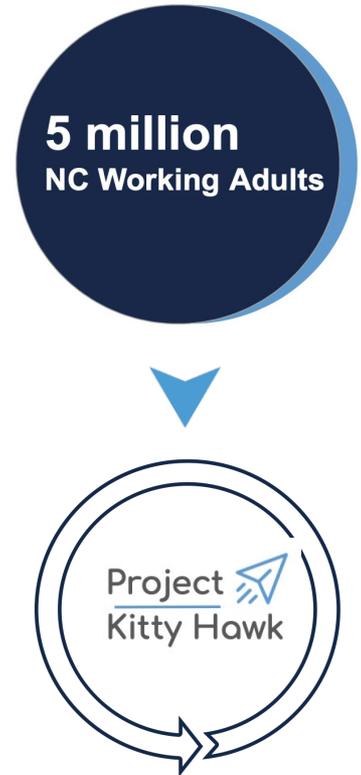
SECTION 8.24.(b) Of the funds appropriated in this act from the State Fiscal Recovery Fund to the Board of Governors of The University of North Carolina for the 2021-2022 fiscal year, the sum of ninety-seven million dollars (\$97,000,000) shall be allocated to support digital learning and career development programs offered by constituent institutions of The University of North Carolina through the Project Kitty Hawk public-private partnership (Project Kitty Hawk).

SECTION 8.24.(c) Project Kitty Hawk shall be conducted by a nonprofit corporation created in accordance with this section and G.S. 116-30.20. The nonprofit corporation shall include in its corporate bylaws that the organization will be governed by a board of directors consisting of nine members, as follows:

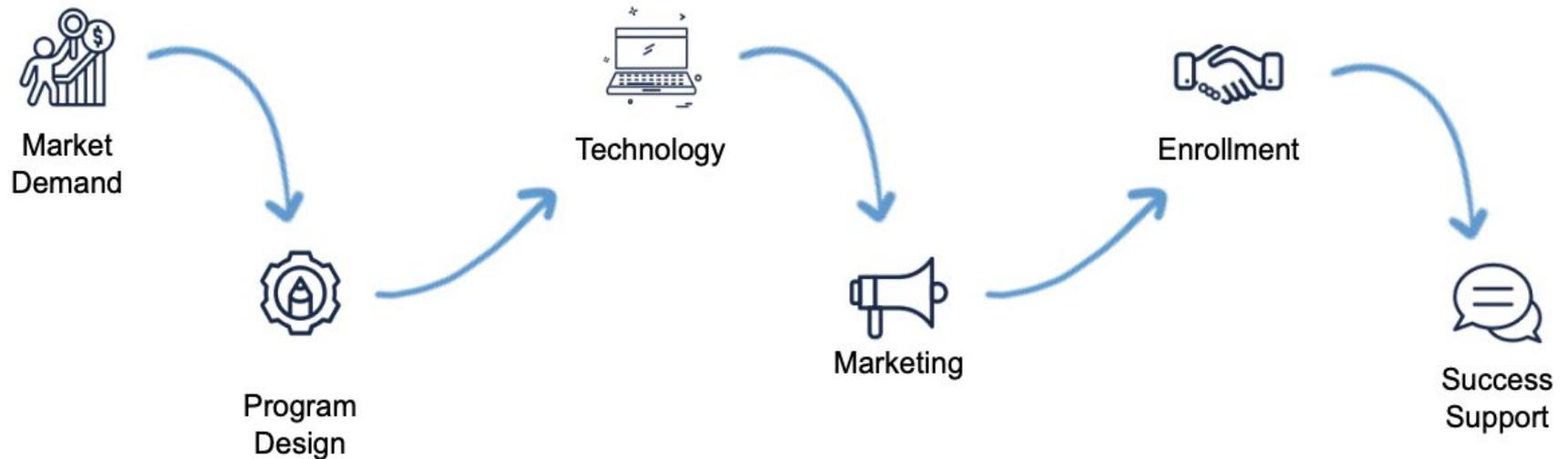
- (1) Two ex officio voting members as follows:
 - a. The President of The University of North Carolina.
 - b. The Chair of the Board of Governors of The University of North Carolina.
- (2) Seven voting members appointed by the Board of Governors, in consultation with the President of The University of North Carolina, as follows:
 - a. Three members who shall be chancellors or chief academic officers of constituent institutions of The University of North Carolina.
 - b. Four members who shall be individuals having experience in business management, higher education, or both.

Accelerating Innovation: Project Kitty Hawk

- The UNC System needs to adapt to the **needs of adult learners** and a **changing labor market**.
- To do this we need new models and services not currently available at scale in the system. Many universities have partnered with **Online Program Managers (OPMs)**, but the terms are often expensive.
- A new **entrepreneurial ed-tech startup** can provide these services to accelerate existing universities' ability to serve working adults.
- The start-up will operate as a **nonprofit, affiliated entity**, where 'clients' are system universities.
- Universities that *choose* to partner will work with the new organization to develop programs in collaboration with their faculty. University faculty will develop content, deliver instruction, and assess learning. *Universities will award the degrees.*



Leveraging a Proven Business Model for the Public Good



Project Kitty Hawk will provide the **core services** and **capabilities** to UNC universities so that they can **expand online learning** and **reach unserved working adults**.

UNC universities will pay Project Kitty Hawk to deliver these services, likely by providing a share of tuition revenue that results from enrollment in the online programs supported by Project Kitty Hawk.

Core Capabilities: Project Kitty Hawk



Market Demand

1. Kitty Hawk will validate market demand for any new program it supports. Using the same strategies and practices used in the private sector, Kitty Hawk will ensure the proposed new program is highly market-aligned. New program opportunities can originate from Kitty Hawk's own market intelligence function, emerge from the universities, or be solicited directly from employers and education benefit providers.



Program Design

2. The next step is to work with universities to design the programs and courses to fit the validated market demand. Our team of technologists and instructional designers will collaborate with faculty content experts and design learner centric programs that meet the unique needs of working adults.



Technology

3. Success in the online learning market requires a market leading technology suite. Reaching adult learners requires technology that fits their busy lives and the competing demands of family, work, and education. Kitty Hawk will provide all the technology necessary to attract students in a competitive online market and ensure student success.

4. Reaching adult learners can be costly and require different marketing strategies and messaging than are typically used to reach traditional students. Kitty Hawk will handle all the marketing on behalf of schools and optimize marketing spend across the state to ensure minimal overlap and efficient cost of student acquisition.



Marketing

5. Most adult learners are lost between initial interest, application, and enrollment. Leveraging best practice methodologies from the private sector and large online universities, Kitty Hawk will provide high touch support from real people to shepherd learners through the entire admissions and enrollment process, with assistance available on-demand when learners need them.



Enrollment

6. Navigating college is hard for any learner, but it is exceptionally difficult when you are working full time, rushing the kids to school, and taking care of aging mom and dad. That is why industry-leading providers of adult education provide high-touch student success support delivered by trained professionals on top of traditional academic advising. Kitty Hawk will ensure every learner has a coach that is responsible to help them reach their goals.



Success Support

Governance and Policy

Governance:

- Nine-member board appointed by Board of Governors in consultation with President. Includes ex officio seats for President and BoG Chair.
- Pending approval of Board, Project Kitty Hawk will operate as a non-profit associated entity under G.S. 116-30.20 and consistent with Section 600.2.5.2[R] of the University Policy Manual.
- Statute and University Policy Manual require annual reporting to the General Assembly and Board of Governors on several dimensions.

Policy:

- Section 8.24(e) of budget: Excludes credit hours produced by programs supported by Kitty Hawk from enrollment funding request.
- Section 8.24(f): Defines tuition revenue generated by programs supported by Kitty Hawk as institutional trust funds.
- Proposed change to Policy 1000.1 considered in Budget and Finance would enable campuses to charge a different rate for self-supporting programs provided through Project Kitty Hawk.

Next Steps

- **January:** Board of Governors action:
 - University Governance will consider appointments to the Project Kitty Hawk (PKH) Board and approve System Office to negotiate an association agreement with PKH.
 - Budget and Finance considered tuition policy as it relates to programs developed in partnership with PKH.
- **February:** PKH board will have inaugural meeting to approve bylaws, enter into association agreement, and consider appointment of PKH leadership.
- **February/March:** Project Kitty Hawk leadership engages in strategic planning and associated budgeting process; budget will be approved by PKH Board of Directors.
- **Late winter/early spring:** PKH leadership launch “roadshow” to meet with faculty, staff, and administrators at UNC campuses.
- **Spring:** System Office and PKH team assemble an Academic Advisory Group.

FAQ's

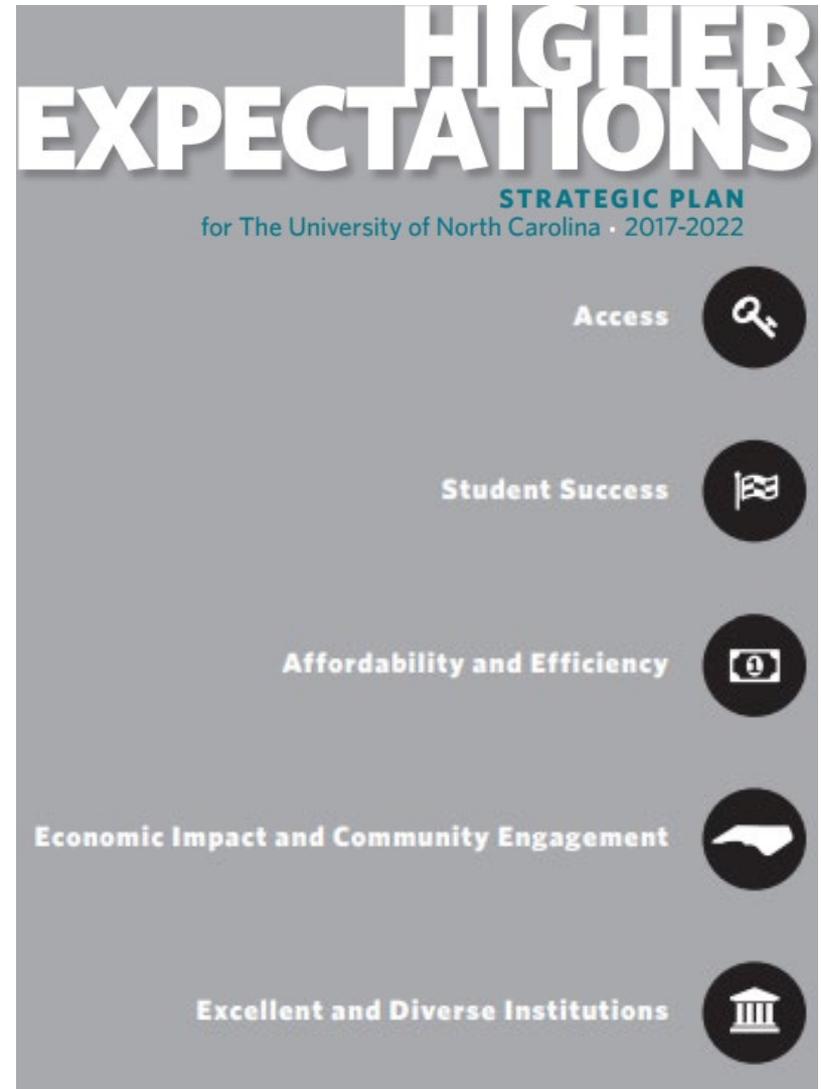
- Is Project Kitty Hawk an 18th University?
- Will universities be obligated to work with Project Kitty Hawk? What about existing online learning programs?
- Who will be responsible for content, instruction, assessment, and the awarding of degrees?
- How will Project Kitty Hawk be organized and governed?
- What role for faculty and staff?



UNC SYSTEM STRATEGIC PLAN: 2021 PERFORMANCE AND NEXT STEPS

Strategic Plan Review

- Five themes:
- Goals, metrics and targets were identified under each theme, and the final plan was approved in Jan 2017.
- Plan covers AY2017-18 to **AY2021-22**.
- We are currently in year 5 of the five-year plan (2021-22) and the latest progress data are from year 4 (2020-21).

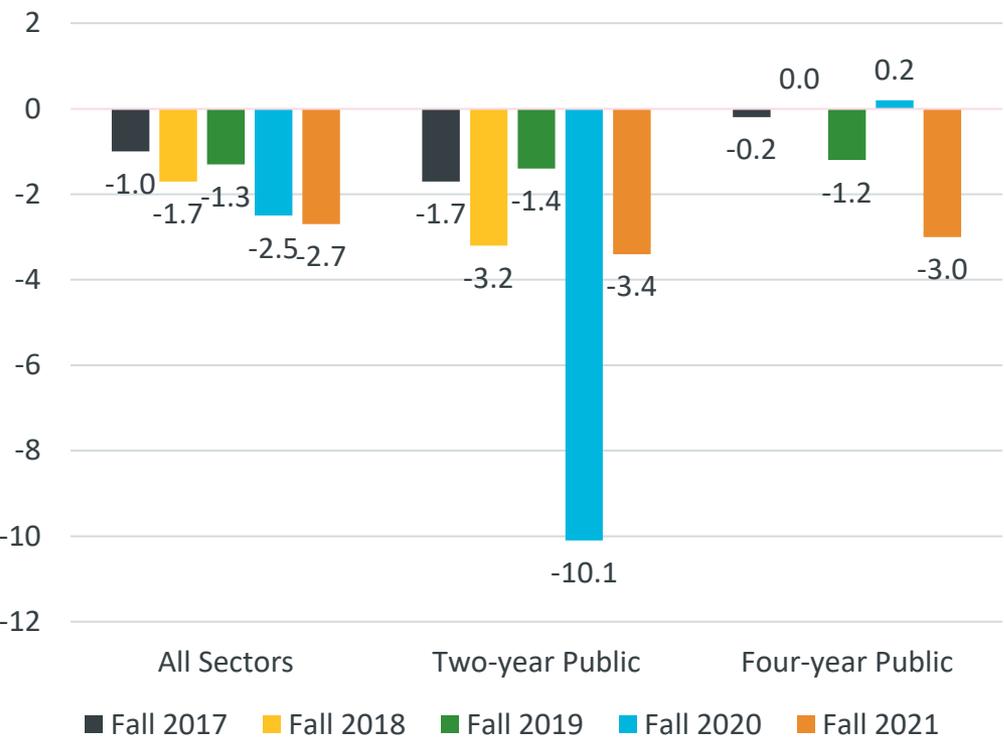


Today's Discussion

1. Provide an update on the latest performance data.
2. Discuss a “refresh” of the plan, including potential areas of focus under each theme, an outreach plan, and timeline.

National Context: Continued COVID-induced Declines in Enrollment

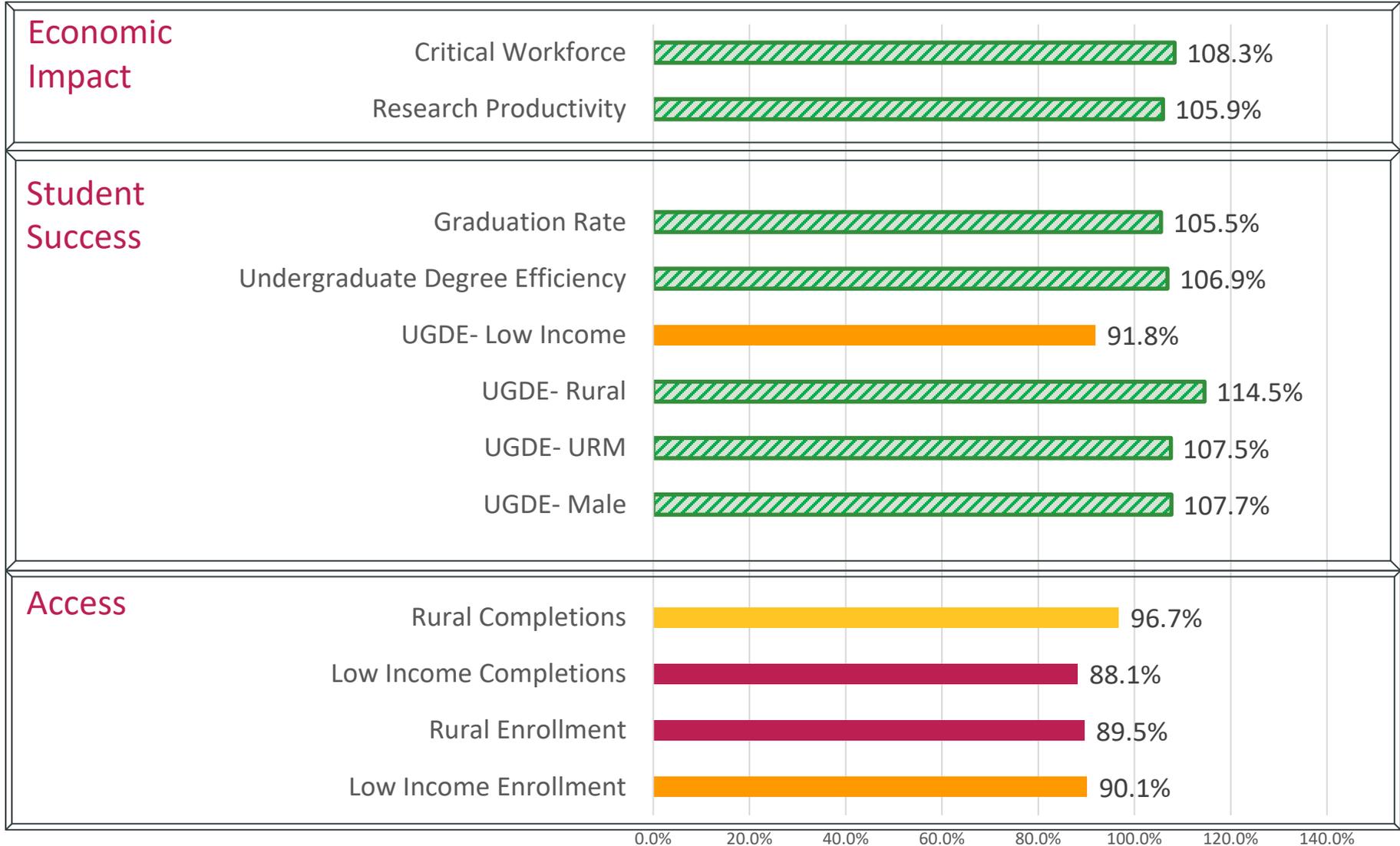
Percent Change in Total Enrollment from Previous Year by Institutional Sector 2017-2021



UNC System: In-state Undergraduate Enrollment (Fall Headcount)



2021 Results By Theme and Metric

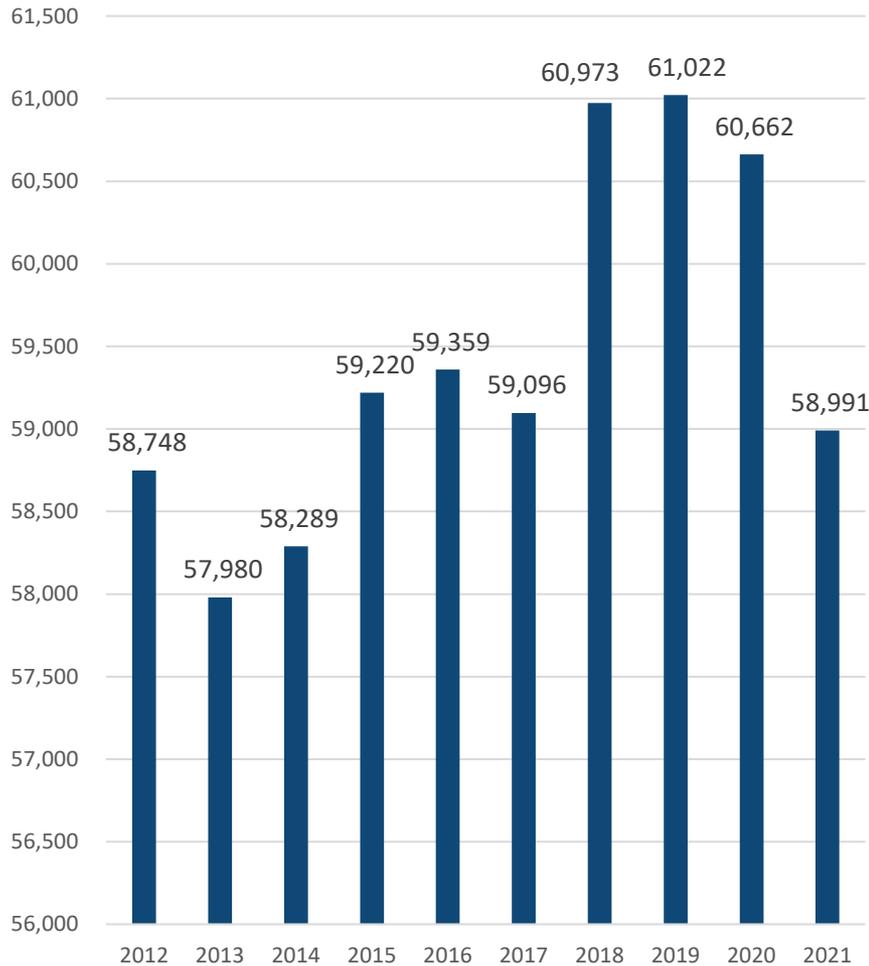


Key: ■ Less than 90% ■ 90-94% ■ 95-98% ■ 99-100% ▨ 101%+

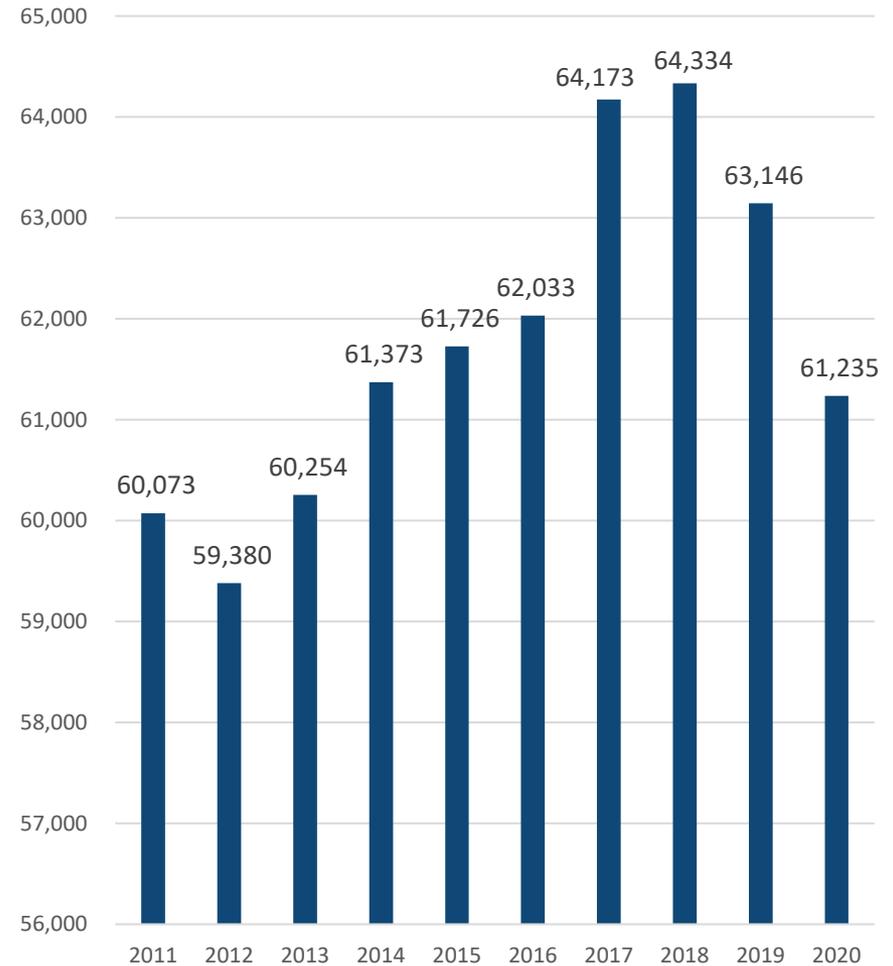
Percentage of Annual Goal Met in 2020-21

A Closer Look: Access

Enrollment by Students from Rural Counties

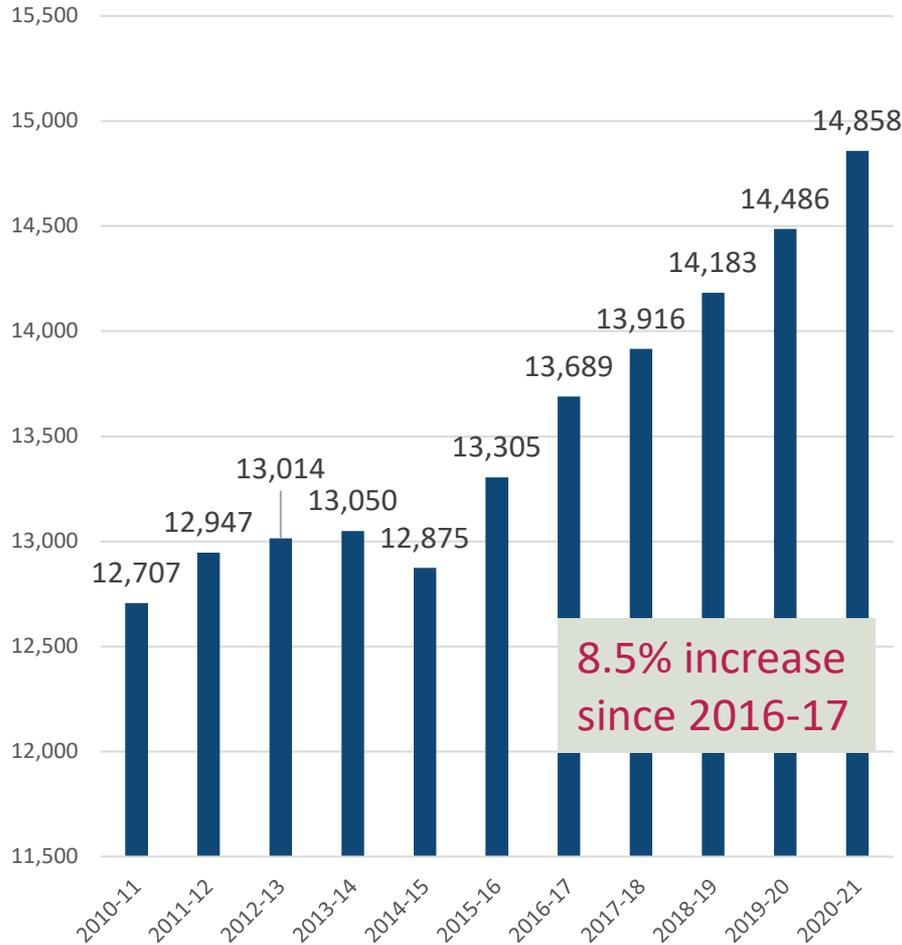


Enrollment by Low-Income Students

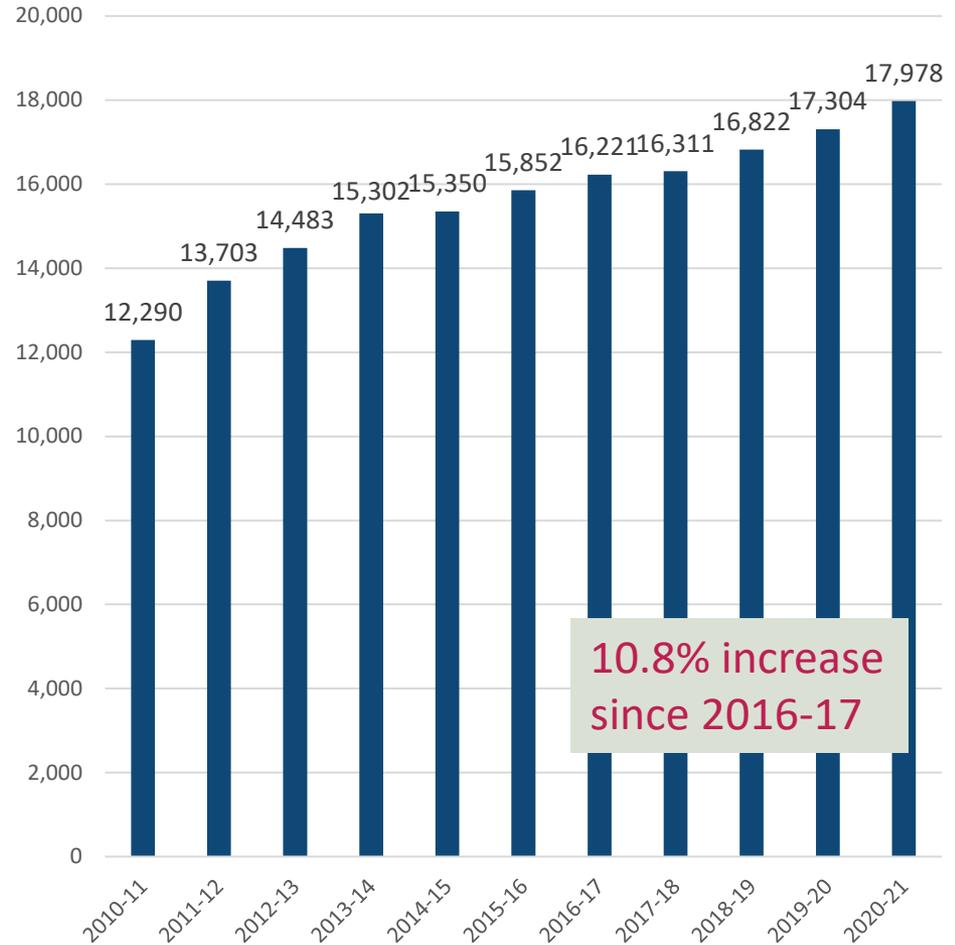


A Closer Look: Access

Completions by Students from Rural Counties

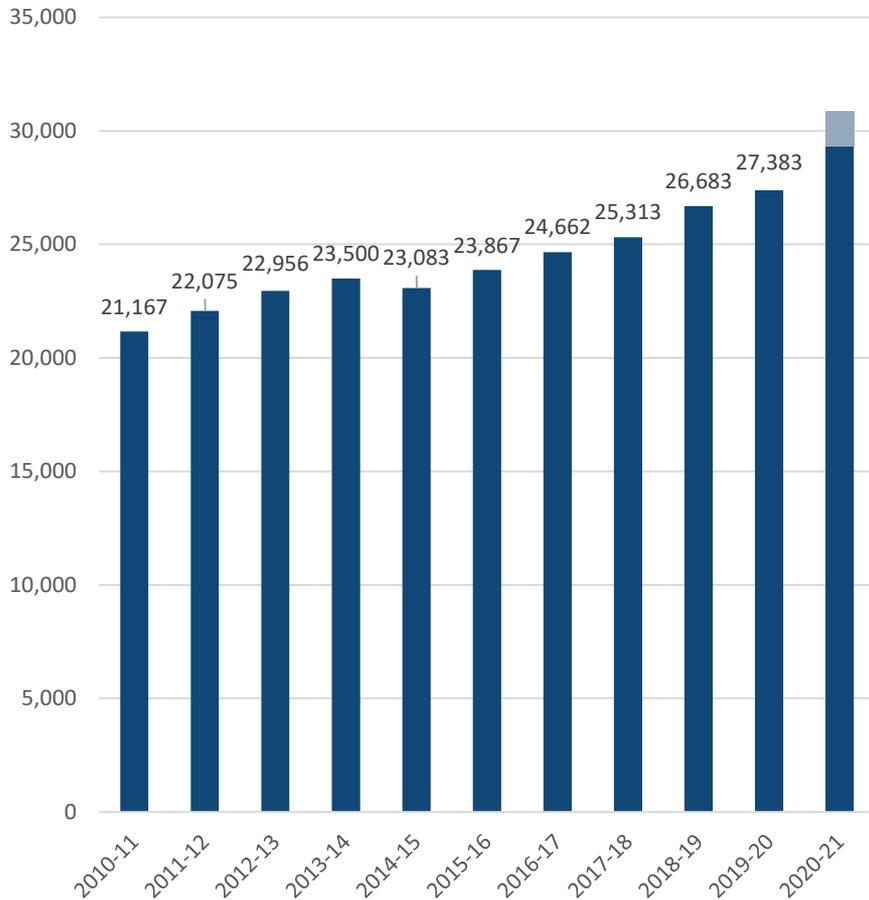


Completions by Low-Income Students

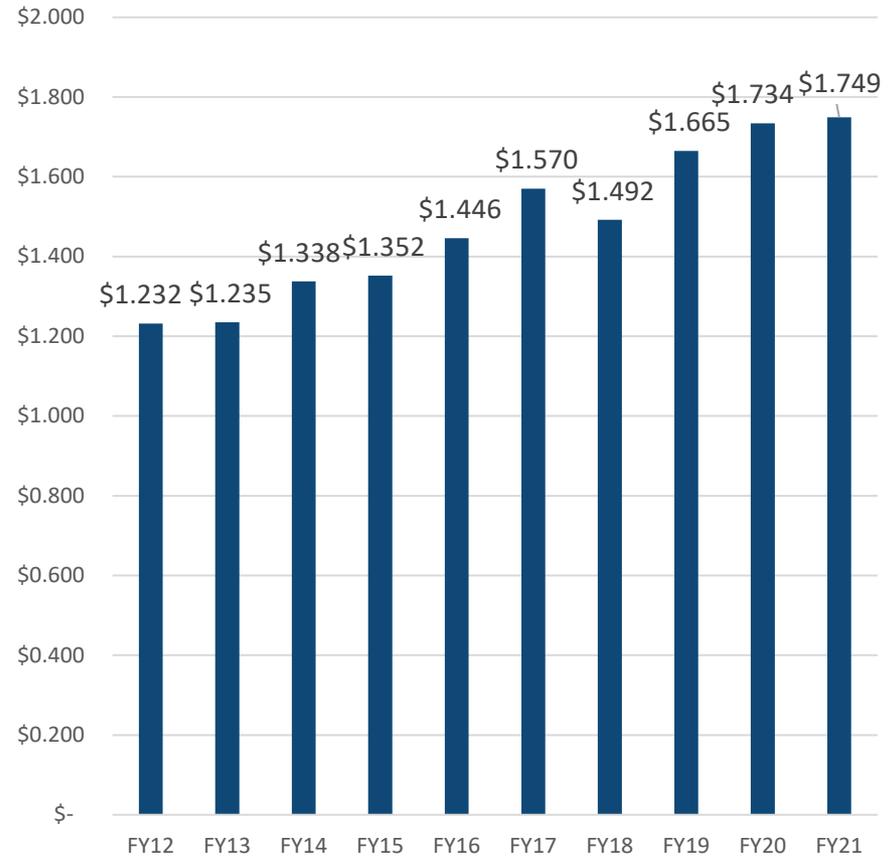


A Closer Look: Economic Impact

Completions in Critical Workforce Fields
(STEM, Health Sciences, Educator Preparation)

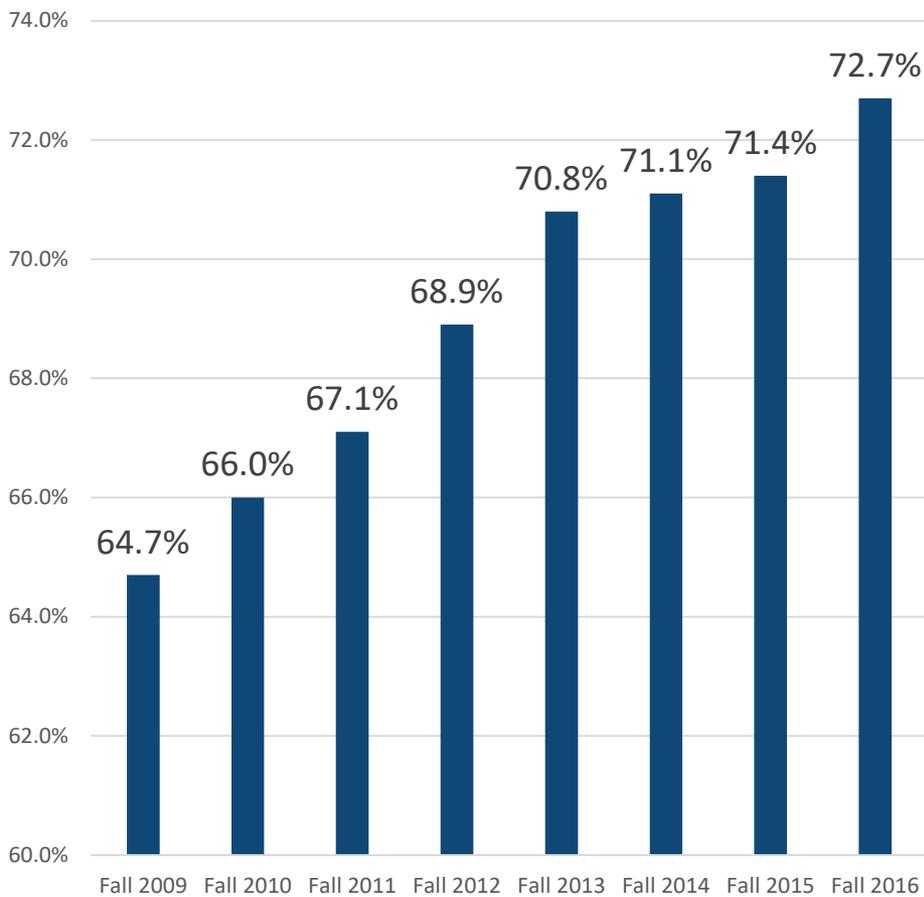


Sponsored Research and Licensing Income
(In Billions)



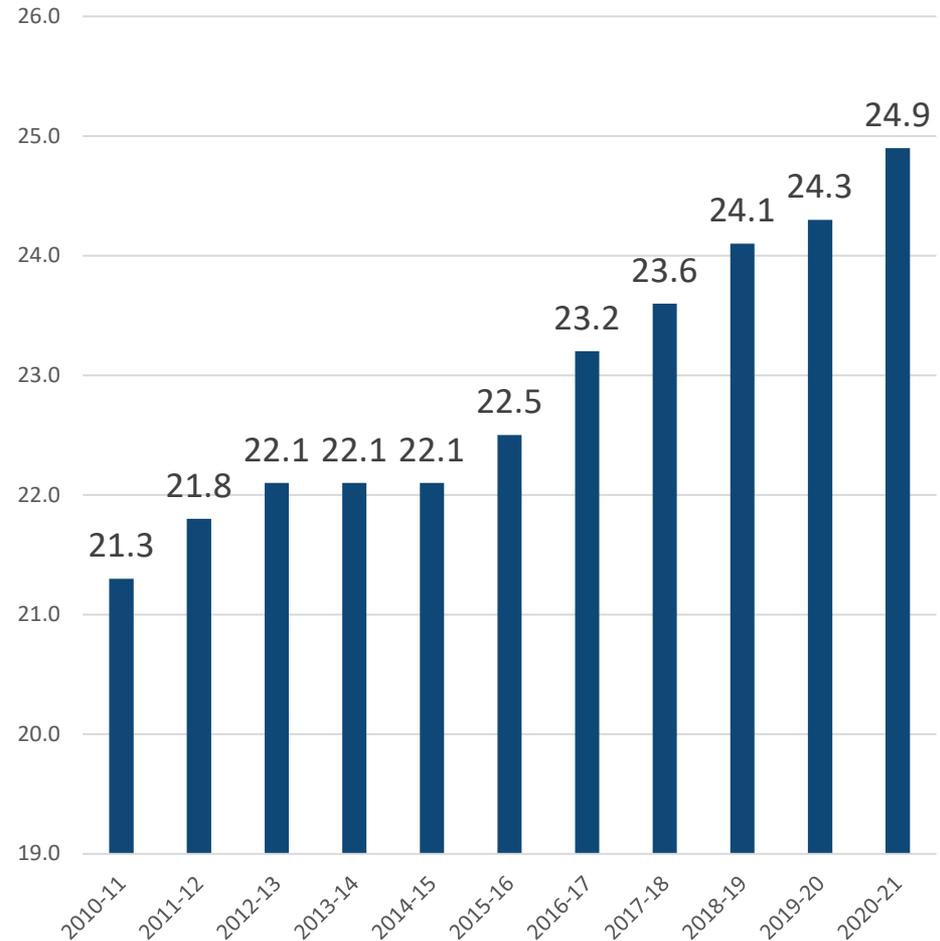
A Closer Look: Student Success

Five-year Graduation Rate (BA from Any University)



Freshmen Class

Undergraduate Degrees Awarded per 100 UG FTE (Degree Efficiency)





REFRESH

A “Refresh” Rather Than a Rewrite

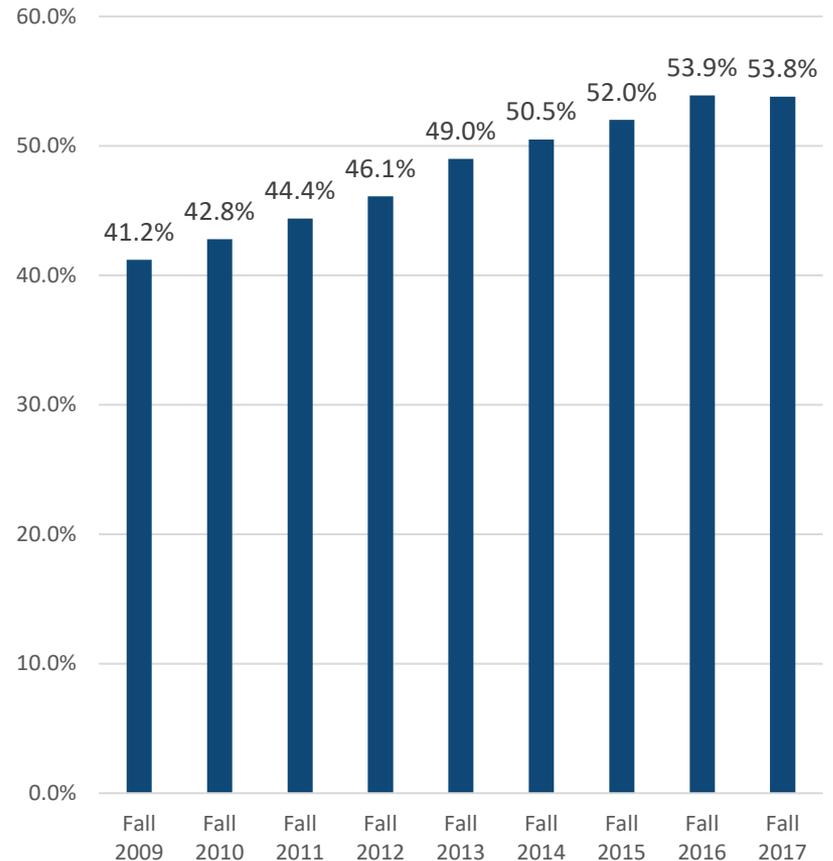
- Five themes remain as relevant as ever.
- However:
 - We’ve made significant progress on the existing goals and metrics;
 - We’ve implemented new metrics (i.e., incentive compensation); and
 - We’ve identified new priorities (i.e., adult learners; veterans and military-affiliated students; student mental health).

**Time to refresh the plan to align five-year
System goals with current priorities**

An example: Student Success

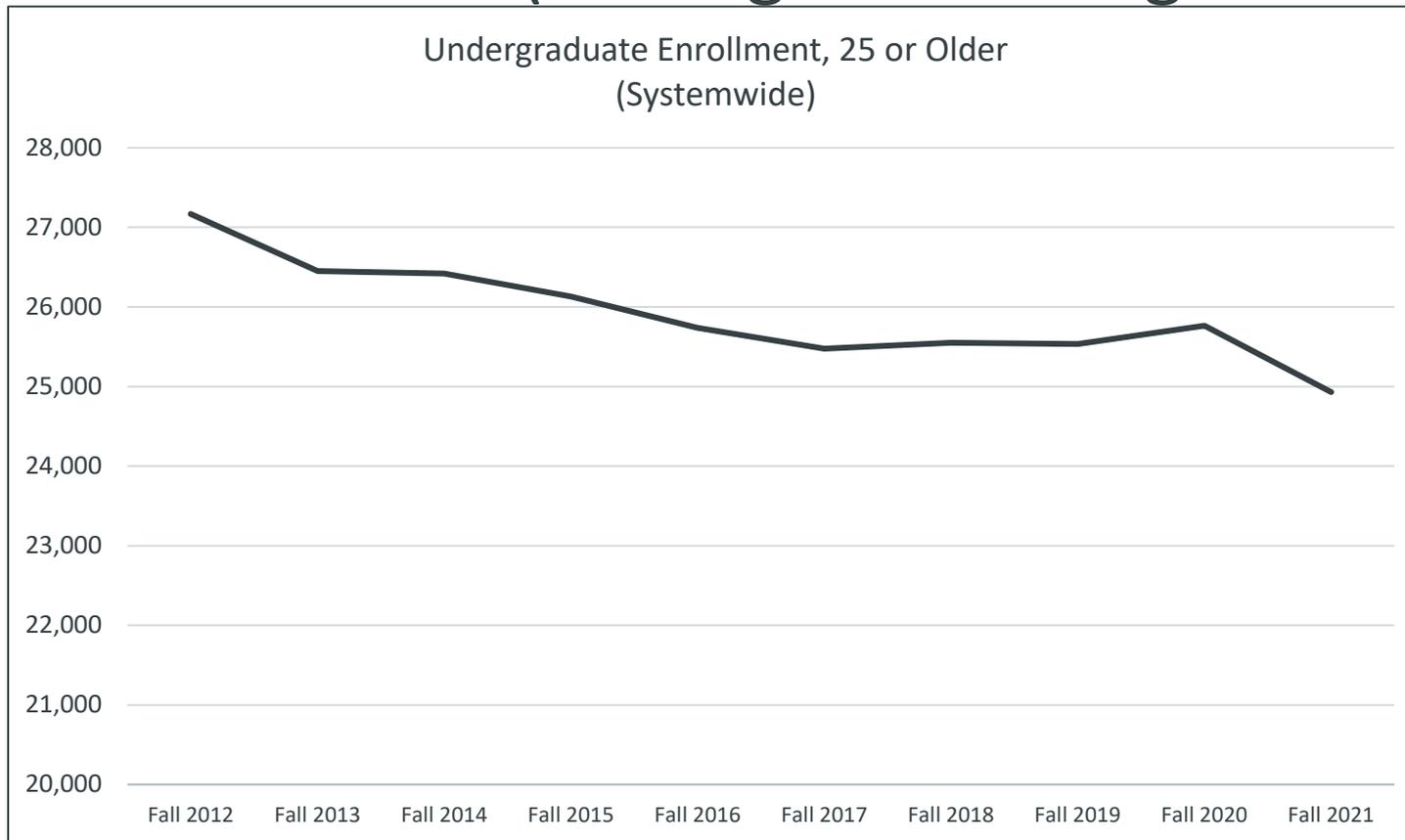
- System met its 2022 target for five-year graduation rate years ahead of schedule.
- Incentive compensation metrics for President and chancellors includes the *on-time* graduation rate (four-year).
- “Refreshed” plan can align with incentive comp. goals by adding the four-year graduation rate.

4-Year Graduation Rate
(from any UNC System University)



Preliminary Ideas: Access

In line with Project Kitty Hawk, focus on access for adult learners (undergraduates aged 25 or older):



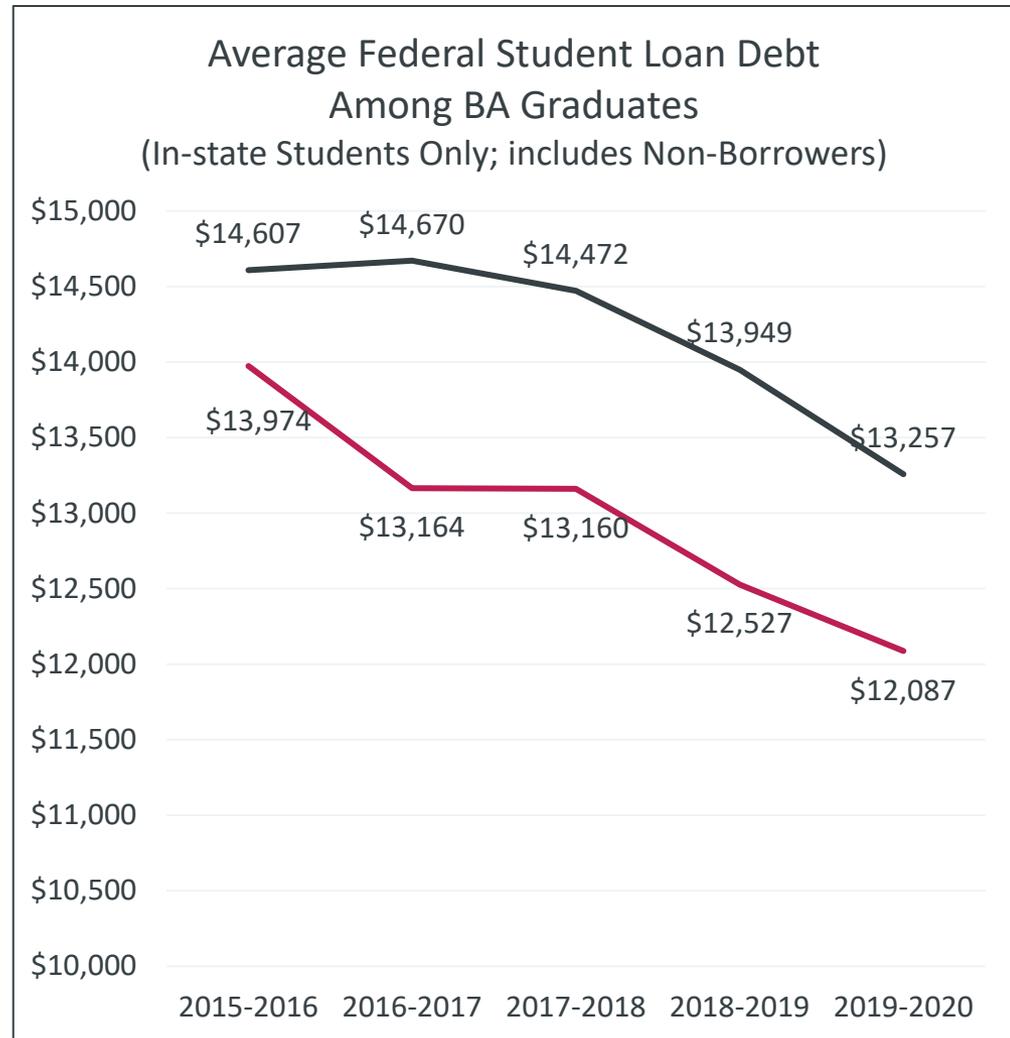
6/16 universities *added* adult learner enrollment since 2013; the rest enroll fewer adults now than in the past.

Preliminary Ideas: Affordability and Efficiency

Existing plan focuses on limiting tuition increases to increases in median household income.

Incentive compensation goals include relevant metrics:

1. Student debt at graduation (first-time and transfer);
2. Education and related expenses per degree.

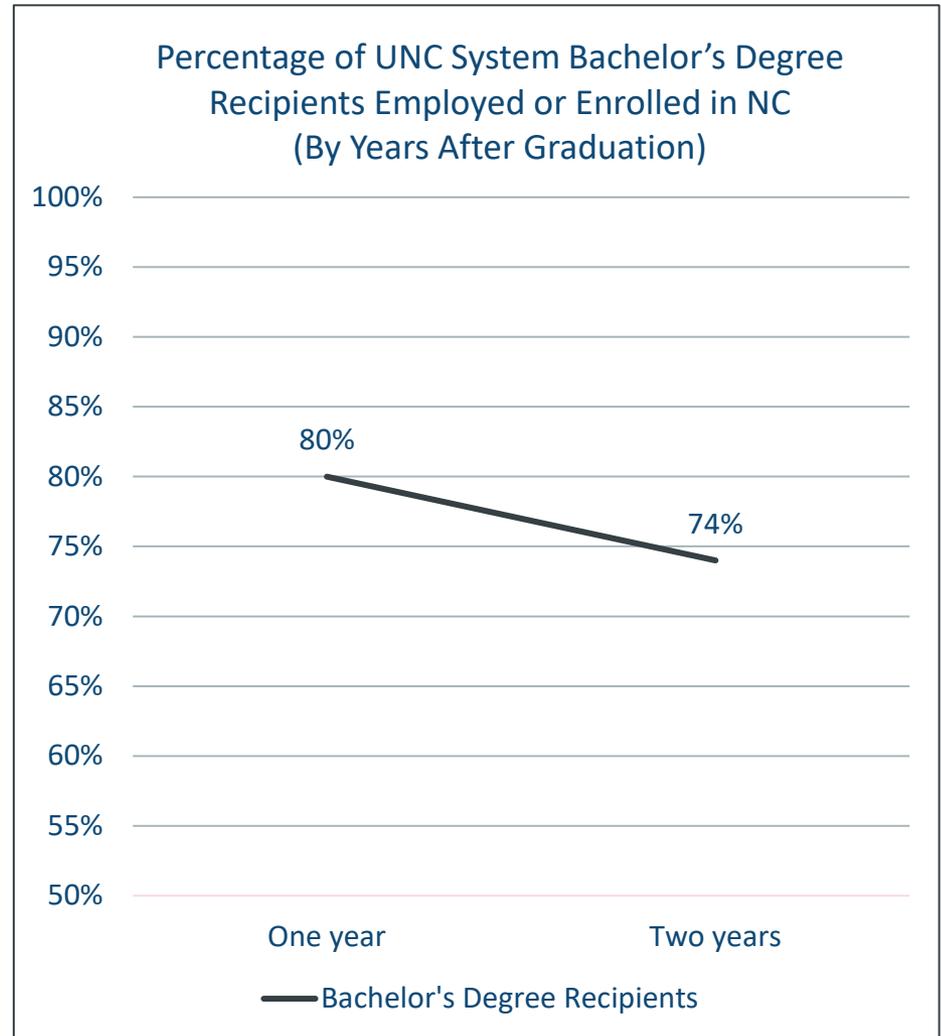


Preliminary Ideas: Student Success

Incentive compensation goals include relevant metrics:

1. Four-year graduation rates;
 2. Undergraduate degree efficiency (degrees per 100 FTE)*
- What about post-graduation outcomes (employment; earnings; further education)?
 - What about student mental health?

* Part of the current plan as well.

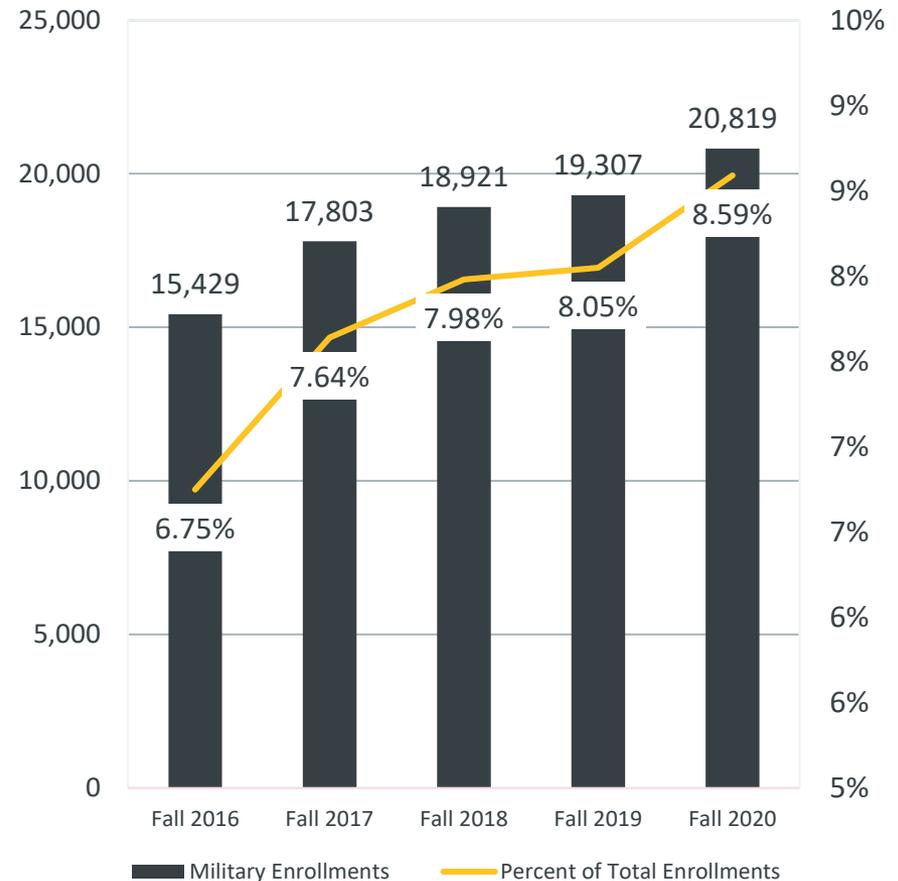


Preliminary Ideas: Economic Impact and Community Engagement

Current plan: Critical workforces, research productivity, and community engagement plans.

- Should we revisit definition of “critical workforce?”
- Should we measure research expenditures rather than sponsored research?
- Should we include goals for enrolling military-affiliated students and/or employment of veterans under this theme?

UNC System Military Affiliated Student Enrollment



Preliminary Ideas: Excellent and Diverse Institutions

- Should the Plan include increased emphasis on mission statements and metrics for mission-focused performance?
- Under the existing plan, System Office HR began collecting data related to employee turnover and engagement. Should the System set measurable goals on these metrics?
- Should the Plan incorporate metrics identified by the Racial Equity Task Force?

Outreach and Engagement

We are creating multiple opportunities for constituents to share their views, starting in the next two weeks:

- Systemwide survey for all students, faculty, and staff;
- Virtual town halls;
- Meetings with affinity groups and key stakeholders (chancellors, senior administrators, faculty and staff assemblies, ASG, veterans and military-affiliated students, community college and K-12 leaders, etc.);
- A dedicated email address or website to collect feedback.

Timeline

- **January/February:** Campus outreach and engagement, including virtual town halls.
- **March:** Compiling of campus feedback; defining additional metrics and analysis of trends.
- **April:** Present draft goals and metrics to Committee for feedback.
- **May:** Present refreshed plan to Committee and Full Board.



Outreach and Engagement

- Sample questions for outreach audiences:
 - What has worked well with the current Strategic Plan?
 - What has not worked well?
 - What is missing from the current plan?
 - What should be in the future plan?
 - What other considerations should inform the refreshed plan?