

**Penn State Harrisburg
Faculty Senate Agenda**

Tuesday, August 29, 2017

Footnotes (Special Events Room) E136 Olmsted 11:30 a.m. to 1:00 p.m.

A. MINUTES OF THE PRECEDING MEETING

Approval of Senate Minutes May 16, 2017

Appendix "A"

B. APPROVAL OF THE RECOMMENDATIONS OF ACADEMIC AFFAIRS

None

C. COMMUNICATIONS TO THE SENATE

D. REPORT OF THE SENATE PRESIDENT

E. COMMENTS BY THE CHANCELLOR

F. COMMENTS FROM THE UNIV. COUNCIL REP

G. NEW BUSINESS

H. UNFINISHED BUSINESS

I. NEW LEGISLATIVE BUSINESS

J. LEGISLATIVE REPORTS

K. FORENSIC BUSINESS

L. ADVISORY/CONSULTATIVE REPORTS

M. COMMENTS AND RECOMMENDATIONS FOR THE GOOD OF THE COLLEGE

NOTE: The next meeting of the Penn State Harrisburg Faculty Senate is Thursday, September 21, 2017 – 11:30-1:00pm in the Madlyn Hanes Executive Conference Room.

**CAPITAL COLLEGE FACULTY SENATE
MINUTES
END-OF-YEAR MEETING
MAY 16, 2017**

Attendees:

Capital College Senators: B. Adams, J. Gibbs, P. Kavanaugh, R. Lee, B. Ran, L. Rhen, E. Mross, P. Swan, D. Witwer, S. Yilmaz, R. Zink

Committee Chairs: N. Bayraktar, R. Ciocchi, G. Clark, H. Hosseini, I. Hoxha, L. Null, C. Rios, R. Weiler-Timmins

Administrators/Academic Council: H. Abbey-Moyer, O. Ansary, R. Bachnak, G. Crawford, S. Gal, P. Idowu, M. Kulkarni, S. Schappe

I. Welcome and Introductions

Peter Swan, Senate President, opened the meeting at 12:15 p.m.

II. Remarks from the Senate President

- Swan stated that while these may be stormy times in academic, Penn State Harrisburg is poised to thrive moving forward. We are well positioned with our faculty, staff and administration to move into the next academic year. Faculty are concerned with balancing teaching, service, and advising, and feel that research is moved to the back burner. Swan would like to see the Senate work to reduce waste by creating ad hoc committees to streamline many of our current committees and processes.
- A certificate of appreciation honoring B. Ran's presidency was presented. Ran thanked the senate, the committee chairs, and the administration for a successful year.
- Swan sought nominations for Senate Secretary. R. Zink agreed to assume the position.
- D. Witwer agreed to be parliamentarian of the faculty senate.

III. Committee Chair Reports

Academic Affairs Committee –Chair Linda Null

The report was available for review.

- Swan commented on how impressed he was with the committee and their preparation and dedication to the curriculum of the college.
- The committee reviewed 40 courses and programs during the 2016-2017 academic year.
- Null acknowledged R. Ciocchi, committee co-chair, as he was instrumental in keeping the committee focused during her absence.
- The committee is working to create a web presence that will be made public after the college webmaster moves the college webpage to the new server.

- The proposals that the committee has reviewed lately have greatly improved, due to training sessions and information that is available to the proposers.
- Questions have arisen regarding the new general education requirements. Our college representative on the University curricular committee, J. Sliko, will work with us on these changes once the University provides guidance.
- When asked to review the Senate constitution, it was recommended that under duties, removing “reviews and evaluates academic planning including enrollment projections, faculty requirements, and academic admissions standards” as there are now other areas that handle those activities.

Athletics Committee – Chair Rebecca Weiler-Timmins

The report was available for review.

- The committee met four times during the 2016-2017 academic year, and worked with five charges.
- A spring panel entitled “A Day in the Life of a College Coach: Mentor, Educator, and Leader” was postponed until the Fall semester due to campus closure.
- The second charge focused on informing the campus of the responsibilities of being a Division III institution. The use of student progress reports has been going well among our full time coaches. The committee is looking at better ways to implement the progress reports for part time coaches.
- A new issue has arisen, due to the CAC establishing a new Spring Playoff schedule. The time of the Capital Athletic Conference will change in 2018 to allow for conference playoff competitions to be held on days when we are conducting final exams. The committee met with Dr. Ansary to discuss this issue, and created a new policy. R. Carlson and B. Weiler-Timmons will work with faculty regarding playoffs in the Spring semester.
- The third charge was to revise and continue to implement the Faculty Athletic Liaison Program. Rahsaan and Becky will be working with the coaches to replace FALs that are leaving PSH. Information about the FAL program has been uploaded to the PSH Athletics Website. More information and each FAL is listed on the site and can be found at:

http://psuharrisburg.prestosports.com/inside_athletics/Faculty_Athletic_Liaison_Program

Another initiative would be to have faculty members join student athletes for the entire game experience, from coaching to the locker room.

- Charge four was to review the last 3-5 years’ end reports for the committee and review the constitution. Since the committee was formed in 2012-2013, it has fulfilled all of the charges they have set forth.
- Suggested charges for the 2017-2018 academic year:
Standing Charge: Advise and monitor athletic Standards related to the educational function of the College, help promote a sound academic climate for the

intercollegiate athletic program, and support the NCAA Division III Philosophy Statement.

1. Review the integration of athletic coaches into the academic campus community.
2. Inform the campus of the responsibilities of being a division III institution.
3. Coordinate and implement an academic peer-mentoring program for student-athletes.
4. Work with Kinesiology to revise KINES88 for the new General Health and Wellness (GHW) credit due to the General Education revisions.

Enrollment Management and Outreach Subcommittee – Chair OzgeAybat (IndritHoxha presented)

The report was available to review.

- The priority for this year was to find ways to get closer to the Middletown community. A survey was conducted and the results were provided during an earlier Senate meeting and in the final report.
- Other outreach efforts included a meeting with the marketing office to learn about different types of media that are used to share college information.
- The committee met with Robert Coffman, the Director of Enrollment Management who supervises Admissions, Financial Aid, and Registrar's Office. He provided information regarding enrollment and other programs.
- The committee provided comments on the standing charge of the committee:
"The committee monitors and makes recommendations to the Capital College Senate regarding enrollment services, outreach, marketing" - We believe that this is one of the fundamental roles of our committee and we recommend to maintain this charge as long as the committee stands.
 - *"continuing education, and distance learning activities of the College"* - We believe that the Enrollment Management and Outreach Committee should primarily focus on the enrollment and outreach efforts. Therefore, we suggest that charges on "making recommendations regarding continuing education and distance learning" be dropped.
 - *"reviews the College marketing plan and advises the Capital College Senate regarding the plan, the planning process, and future directions for the campus"* - We would like to keep this charge as long as the marketing plan can be shared with us. So far, we have not received such input and were not able to make any recommendations about this.
 - *"reviews and recommends policies, in co-operation with the Committee on Academic Affairs, to ensure that educational evaluation procedures are in place to assess all distance learning activities"* - Again, we believe that the Enrollment Management and Outreach Committee should primarily focus on the enrollment and outreach efforts and we suggest to drop this charge.
 - *"Conduct focus groups with Faculty & Staff living in Middletown & Harrisburg areas in Fall 2016 to hear about their perspective on impact and outreach of PSH."* – We believe that we have already obtained adequate information from our outreach survey data. Therefore, next year

the committee should make recommendations about how these survey suggestions can be implemented.

- *“Review the last 5 years’ end-of-year reports of this committee to examine the implementation of the suggested changes / recommendations in the end-of-year reports (and the discrepancy in implementing recommendations)”* We reviewed these charges and observed that this committee’s charges changed drastically every year. Fortunately, the charges are getting clearer every year. Therefore, it may be a better idea to review the end-of-year reports starting with the one of Spring 2015.
- *“Review the duties of the committee specified in the Constitution / By-law to make suggestions on adding, deleting, or maintaining duties.”*- We believe that the committee should maintain this charge in the following years.
- The committee made the following recommendations for the next year:
 1. Based on the findings of the outreach survey, the committee will make recommendations on how to implement these findings by collaborating with multiple committees, schools, departments, and student clubs, as well as with the Middletown Borough, especially their President.
 2. We were informed that a PSH student representative was already appointed to the Middletown Borough Council. The committee either should invite the student to its meetings or should attend the meetings in which the student will inform the related parties at the school.
 3. The committee should work closely with the Faculty Senate International and Intercultural Affairs Committee regarding the negative perceptions about international students in Middletown.
 4. The committee should find ways to encourage faculty & staff to be more involved with “community work” in terms of improving the relationship with the Middletown community. However, the Senate might want to discuss finding ways to develop incentives to increase the involvement.
 5. The committee should also have one member from the Office of Enrollment Management and one member from the Office of Marketing Research and Communications, or at least have liaisons from both departments to stay current on their activities and to work more closely with them.
 6. The committee might broaden the outreach by enhancing the regional connections on school basis (e.g., School of Business Administration getting closer with the Chambers of Commerce in the region).
 7. The committee should continue to make suggestions to the Office of Enrollment Management regarding the graduate admissions such as coordinating with the Office of Marketing Research and Communications to use the websites more efficiently (e.g., using key terms).

Faculty Affairs Committee – Chair GöktuğMorçöl (Jennifer Gibbs reported)

- The committee was broken into three subcommittees to handle the charges.
- The first subcommittee reviewed the P and R designations of graduate faculty. A survey of the school directors indicated that there was a difference in the policies

and practices regarding FT1 P and R faculty. Their findings were available in the final committee report.

- The second subcommittee worked on creating a welcoming environment for FT1 and FT2 faculty members. Adjunct faculty now have the ability to have orientation of Saturdays or evening hours. An onboarding/orientation committee is in place (2016-2017) to reimagine and revamp new employee (faculty and staff) onboarding and orientation, which includes a new webpage devoted to seamless onboarding and links to resources. The committee would also like to reopen the request for a faculty lounge. The committee also reviewed larger class sizes and final exam scheduling.
- The third subcommittee reviewed the inclusion of patents in the promotion and tenure evaluations, faculty governance, and summer pay for faculty.
- Additional conversation about the 48 hour grading policy were discussed. Since it is a University policy, the senate can do little more than make a recommendation to the University Senate.

Human Resources and Business Services Committee – Chair Anne Verplanck (Brian Adams reported)

The report was available for review.

- *Researched/addressed/forwarded* concerns brought by committee members. Many involved clarifying and communicating policies and practices to Schools and individuals (e.g. PSU class absence policies).
 - Brian Adams brought the issue of *medical benefits* for grandchildren from this committee to the Faculty Senate
 - Nora Seggel attended one meeting to bring us up to date on *bookstore practices, pricing, and policies* to enable us to communicate that to our respective schools.
 - We investigated varying *photocopying practices* and realized that the challenges re deadlines needed to be resolved at the School level.
 - We brought the idea of a “Kinkos-like system,” whereby faculty could request copies from the copy center via their computers, rather than printing materials, asking administrative staff to deliver them to the Copy Center, etc. We learned that there is a copy center list serve email address (hbg-copy-center@lists.psu.edu) so that staff and faculty can send their copying needs electronically to the copy center. However, one needs to fill out our copy center work order form and send it along with their originals electronically. *We encourage PSU, Harrisburg to create a system whereby one can fill in the form electronically.*
 - We investigated campus-shredding *practices* and *recommended better communication between School administrative staff and faculty members about upcoming events.*

The committee reviewed information from the last five years and provided suggested changes/recommendations in their final report.

Information Systems Technology and Library Committee – Chair Gloria Clark

The report was available for review.

- The committee reviewed the end of the year reports from the last five years and reported on the partially or unsatisfied committee charges. These items were available in the final report.
- The committee reviewed the constitution and made suggestions on adding, deleting, and maintaining duties.

**See Strikeouts and suggested changes in the document below:*

Constitution, Bylaws and Standing Rules *Published by the Capital College Senate Office*

(8.5) Committee on Information Systems, Technology, and Library

1. Membership: Six to nine (6-9) members. The preferred membership is one (1) member from each School and the Library and one (1) voting student member. Up to two (2) additional members may be appointed at-large. No more than two (2) members should be from a single academic unit. The Director of Instructional and Information Technology, the Director of the Library, College Web Manager, and the Senate President are ex-officio, nonvoting members.

2. Duties: The Committee on Information Systems, Technology, and Library

- *reviews and recommends policies pertaining to academic computing and information systems, including telecommunications and administrative issues;*
- *reviews and makes recommendations regarding the functions of the Library and policies affecting the Library's collections and services, including long-range planning and development;*
- *oversees studies and advisory activities either on request or at its own initiative;*
- *ensures an active Faculty role in ~~formulating~~ **reviewing and providing feedback on** policies affecting academic computing and information systems;*
- *maintains a formal liaison with the Faculty Affairs Committee and Committee on the Physical Plant **through Ex officio committee members**;*
- *serves in a consultative and advisory capacity to the Director of the ~~Capital College~~ Library through the Capital College Senate.*
- The Committee read and discussed the 2016 Horizon Report and noted these upcoming developments in technology:

“Key Trends Accelerating Technology Adoption in Higher Education”

- Advancing Cultures of Innovation
- Rethinking How Institutions Work
- Redesigning Learning Spaces
- Shift to Deeper Learning Approaches
- Growing Focus on Measuring Learning
- Increasing Use of Blended Learning Designs

“Significant Challenges Impeding Technology Adoption in Higher Education”

- Blending Formal and Informal Learning
- Improving Digital Literacy
- Alternatives to postsecondary education are on the rise
- Rising costs of college + questions regarding the return on investment
- Nanodegree programs; coding bootcamps; self-paced modules
- Digital immersion courses
- Personalizing Learning
- Instructors need training and help with course design
- Motivational support for students
- Guidance on Balancing Our Connected and Unconnected Lives
- Keeping Education Relevant

“Important Developments in Educational Technology for Higher Education”

- Bring Your Own Device
- Learning Analytics and Adaptive Learning
- Augmented and Virtual Reality
- Makerspaces
- Affective Computing
- Robotics

- John Hoh attended meetings to update the committee on IT changes on campus.
 - The new video option-Zoom
 - Plans for VoIP implementation
 - Cloud based printing
 - Classroom upgrades
 - Transition from Windows 7 to Windows 10 in LABS and Classrooms
 - Wireless Access Points for the Quad

Glenn McGuigan and Heidi Abbey-Moyer reported to the committee the following activity in the library.

- *Number of items checked out through March 2017 (24,014)*
- *Gate counts through March 2017 (416, 396)*
- *Number of student Group Study Reservations through March 2017 (8,967)*
- *Number of classes taught in the library through March 2017 (64)*
- *Purchase of 4 ACER Chrome Books*
- *Purchase of MAC Book adapters*
- *Purchase of two portable turntables for vinyl records*

- *Purchase of 2 webcams*
- *Replacement of high-end scanner*
- Rios stated that a new interdisciplinary workspace will be added to where the CyberCafe in the library is currently. It will be a 24/7 collaboration space.

International and Intercultural Affairs Committee – Chair Nihal Bayraktar

The report was available for review.

- The committee's first charge was to promote and increase international and intercultural awareness throughout the college community. The following suggestions were made:
 - Increasing share of international students on campus
 - Recommendation letter to increase the staff of the International Student Support Services office.
 - Introducing international students to U.S. customs, values, and culture.
 - Publishing the survey results of "Global Engagement of Faculty"
 - Possible collaboration with the DEEC.
 - Discrimination issues in Middletown
 - Invitation of Middletown residents to some international and intercultural activities on campus.
 - Possibility of reintroduction of the Certificate Program in Global Studies.

Charge two involved issues pertaining to the use of preferred names in College and University records for LGBTQA students.

The Committee members suggested that students may enter their preferred names on Canvas or Lionpath. Dr. Blum, who initially suggested this charge to the Faculty Senate during the academic year of 2015-16, kindly agreed to reach out to learn about possible ways of entering preferred names on Canvas or Lionpath. The pronunciation of foreign names can be an issue as well. Dr. Blum reported his findings. He stated that IT managers are aware of the issue and they will be working on it, but they face some technical difficulties.

Charge three was to investigate methods to more systematically identify and address issues pertaining to intercultural representation on campus.

The following suggestions and accomplishments were offered:

- Attendance of student representatives in IIAC meetings
- International student surveys
- Many international and intercultural student events on campus
 - Faculty support for international and intercultural events
 - Global ambassador program
 - Faculty and staff support for international and intercultural events
- Learning Center and Library support for international students

A review of the end of year reports from the past five years was also completed and included in the committee's final report.

Schappe mentioned that assistance with international students filing tax returns is no longer being offered. Maybe this is something the senate could assign to a committee to investigate.

Physical Plant Committee – Chair Richard Young (Heidi Abbey-Moyer reported)

The report was available for review.

- The committee discussed physical changes that were occurring on campus. The proposed addition of a clock tower has been put on hold, as the bids have come in higher than expected.
- The labs in the basement were renovated last summer, due to water issues. Temporary trailers are still being used as classrooms, due to the lack of classroom space.
- The smoking policy was discussed. At this point we are waiting for the University wide policy to be released to see how it will be enforced on our campus.
- The train station should be completed in 2020-2021.

Strategic Planning – Catherine Rios

The report was available for review.

- The committee attended the Provost's Strategic Plan Status Report meeting that were held throughout the academic year. One or more members participated in each forum, either in person or via teleconference. The scheduled meeting times were spent reviewing the Forum presentations, linking them to the strategic plan of the College, and identifying emerging initiatives that the College can align with

to further the goals of our strategic plan. We connected initiatives to the results of the most recent Community Assessment Report (Climate Assessment Report), sought to identify obstacles in achieving our own Strategic Planning goals, and aligned our goals and initiatives with those of the University.

- The committee reviewed the past five end of the year reports, and noted the value in this review process to identify areas that might need attention from the Senate, many which may be included in future strategic plans.
- The committee reviewed the constitution by-laws and made several suggestions:
 - Facilitate communication of strategic plan to the College community
 - Represent the Faculty Senate on the Strategic Planning Committee
 - Enable Unit level strategic planning through coordination of information and processes
 - Identify and share best practices for strategic planning
 - Institutionalize the strategic planning process to achieve greater continuity
 - Contribute to the design and implementation of the Community Assessment survey
 - Support faculty responsibility and accountability towards implementing the strategic plan

Student Affairs – Chair Hengameh Hosseini

The report was available for review.

- Several issues were brought before the committee by the graduate student representative to the committee. Some concerns included Canvas and LionPath, Counseling Services, food options on campus, and career services.
- The committee met with Steve Backels from Counseling Services and Lily Duarte, who is the YMCA of Greater Harrisburg representative to deal with Title IX issues.
- The committee suggested possibly providing transportation to students that are taking classes at Hershey Medical Center.
- The committee also helped to award the Walker Award, Murphy Award Scholarship and \$445,843 to 284 students, yielding an average of \$1900 per student.

IV. Report from the Chancellor, Mukund Kulkarni

- Kulkarni thanked everyone for their service to the college. Kulkarni appreciates the good working relationship between the senate and the administration.
- The new Human Resources Strategic Partner for Harrisburg, York, and Mont Alto campuses and the Dickinson Law School has been named. David Beardsley started on May 15, 2017.
- Two school directors will be retiring effective June 30, 2017. They will be announcing the replacement for Dr. Gregory Crawford in Humanities soon. Dr. Holly Anelique will serve as interim director for the School of Behavioral Sciences and Education, replacing Dr. Catherine Surra.

- There is no simple solution to replacing faculty who have opted for the VPR. Each position will be evaluated on the needs of the college.
- On the non-academic side, the University is moving to a standardization of services across the units. We will be regionalizing offices such as Human Resources and Police Services. With the retirement of Dr. Donald Holtzman, his responsibilities will be split between Kulkarni and Ansary. Kulkarni will take over athletics, club sports and recreation. Ansary will take over student services. Marie-Louise Abram will receive additional duties regarding community relations, town and gown, as well as her continued responsibilities to International Programs.
- With the retirement of Ed Dankanich, his responsibilities will be split between Mike Roth, Dan Barlup and Chuck Garber. Erin Shannon has been moved from Continuing Education to the Physical Plant to manage events on campus. Dr. Susannah Gal will assume the duties of continuing education.
- A new Office of Planning and Analysis is being created under the leadership of Rebecca Gardner. This office will provide institutional research and planning data as well as accreditation data support for the College. Stefania Dearment will assist Rebecca with these functions. Rebecca will continue to serve the Office of the Vice President for Commonwealth Campuses with general marketing and academic programming research support.
- Yvonne Harhigh and Chris Weaver will lead the day-to-day operations of the Office of Marketing and Communications as co-directors. Yvonne's responsibilities will include marketing/advertising and news/information. Chris's responsibilities will include the web as well as digital and print media.
- These changes require some adjustments in the Chancellor's office. In order to assist Dr. Ansary with new additional responsibilities, Christina Keenan will move to Dr. Ansary's office as his assistant. Janice Arana will provide support to the new Office of Institutional Planning and Analysis.

V. **Report from Academic Council, O. Ansary**

- Ansary thanked the senate president, school directors, P. Idowu, Assistant Dean for Graduate Studies, and S. Gal, Associate Dean for Research and Outreach, for their work this academic year.
- Ansary noted several new programs were created during this past academic year. Our new online Masters in Engineering – Electrical Engineering program is going well. Two additional Masters in Engineering Programs in Mechanical and Civil Engineering are in the approval process. Our new Kinesiology program is exceeding expectations, with 40 students now enrolled. A new IUG in Criminal Justice is moving forward as well. Additional online programs in the School of Business are being created as well.
- Ansary was pleased to announce that our assessment has been completed and we had 100% participation.
- Ansary asked each member of the Academic Council to make a few remarks.
- S. Schappe appreciated hearing the end of the year committee reports and appreciates the hard work of the committees. The School of Business currently has online undergraduate programs in marketing and accounting. Enrollment in

those programs are near 300 since they were introduced 18 months ago. An online graduate course in accounting is also available.

- R. Bachnak stated that enrollment number for the M ENG EE program are healthy. A recent Minor in Material Science was approved and will be offered beginning Fall 2017. They have received preliminary approval for their new M ENG CE and ME programs, pending some additions and corrections. This past academic year, SSET offered a career fair which hosted 59 employers. The senior capstone presentations had approximately 450 attendees, from students, parents, board members, faculty, and employers. The senior capstone is a wonderful way to highlight the programs in SSET. Bachnak is exploring adding a bio-medical minor to our offerings.
- S. Gal highlighted that her office had a busy year. She is working on new faculty orientation and continues to offer workshops and panels for faculty. They have received 18 applications for seed grants, of which approximately 8 will be funded. Research week was a great way to highlight student work with posters and presentations. Would like to include student research highlights during the upcoming Board of Trustees meeting. The faculty book celebration was a great way to highlight those faculty that have published books during the past year. Gal's staff recently attended the grant-seeking workshop held at PS Altoona. Gal is working to create a new leadership program along with J. Keagy and S. Schappe.
- B. Ran appreciated being part of the Academic Council this year and believes AC is a group for action. He appreciated that he was able to share faculty issues with the body.
- P. Idowu thanked the faculty affairs committee for looking into the P and R designations. In the strategic plan for the graduate school, they were looking for new ways to engage and create a community for students. This has been accomplished by offering networking events, information sessions, and weekly coffee hours. Gal questioned the possible future unionization of the graduate students. Currently the administration is waiting to see if the students are actually able to organize.
- G. Crawford thanked everyone for supporting him during his 24 years with Penn State. Humanities has seen a declining number of majors in their school and they are currently studying trends across the University and country to look at other majors to add to our campus. Their school is focusing on general education and writing and have 40 full time and 60 part time faculty working to offer these necessary courses. They are currently experimenting with low class use time to offer courses such as painting, to allow for more time for creativity. With changes in policy and the addition of more international students, there needs to be an emphasis placed on the standardization of policies. The music and theatre programs will be expanded, as student interest in these areas continues to grow.
- H. Abbey-Moyer noted that E. Delozier's position will be filled during the Fall semester. The new international support librarian, Joy Jackson, began work on May 1, 2017. Her primary focus will be international students. The library is beginning to show its age. The space is heavily used and this past academic year,

saw 67 classes being offered in the library. They are hoping to reinvigorate and redesign the space.

VI. **Report from the University Council Representative – Matthew Wilson**

None

VII. **Recommended Committee Charges for the 2017-2018 Academic Year**

Recommendations from the various committee reports will be compiled over the summer months to create the charges for the next academic year.

VIII. **Identify Forum Topics for the 2016-2017 Academic Year**

It was agreed the forum topics will be discussed at the beginning of the Fall semester

IX. **Identify Agenda Items for the 2016-2017 Academic Year**

None

X. **Discussion for the good of the order**

- It was recommended that a template be created for the submission of the final committee report.
- Swan recommended that since we now have a Staff Advisory Council, a representative should be included in senate meetings. Witwer agreed that it would be a good idea, but maybe invite them to one meeting per semester. A vote of the senate was unanimous that this idea would be pursued.
- Rhen suggested that committees schedule all meetings at the beginning of the semester. This would allow for greater attendance at meetings.
- Zink liked the idea of having a liaison relationship with the SAC, as faculty and staff face a lot of the same issues.

Adjournment

The meeting was adjourned at 4:06 pm.

/slp