

TEMPLE UNIVERSITY
FACULTY SENATE STEERING COMMITTEE
 Minutes

Date: Tuesday, 3/27/2018

Time: 1:00 p.m. – 3:00 p.m.

Present: Michael Sachs (Pres., CPH), Tricia Jones (Past-Pres., LKMC, Sabbatical); Cornelius Pratt (Vice-President, LKMC), Sue Dickey (Secy., CPH), James Korsh (CST), Ken Thurman (COE), Paul LaFollette (Fac. Herald, CST), Don Hantula (CLA), Kimmika Williams Witherspoon (TFMA), Teresa Gill Cirillo (FSBM), Jeffrey Solow (BCMD), Betsy Barber (STHM), Carmen Sapienza (LKSM) Rafael Porrata-Doria (Law), Melissa Ranieri (Pharm), Cheryl Mack (Coord.)

Absent: William Cabin (SSW), Jie Yang (KSoD), Sharyn O'Mara (ART), Kurosh Darvish (ENGR)

Guests: Dr. Scott Gratson, Klein College of Media & Communication (1:05 p.m.); Dr. Joe Lucia, Dean of the Libraries (2:00 p.m.)

Topic	Discussion	Action
1. Meeting 2. Approval of Minutes	Called to order by Faculty Senate President, Michael Sachs (MS). Greetings. Is there a motion to approve the FSSC Minutes of 3-13-18? Report: 1. I have a couple of things. Update on the schedule. (Upcoming guests).	Called to order at 1:05 p.m. Approved as read.
Report of Vice President, Cornelius Pratt	Senate Officers' Election ballots were electronically tested & distributed yesterday. Major item we need to talk about is the Faculty Senate Status of Women (FSSW) Committee, & the possibility of reducing the number on the committee from 12 to 7. We now have 12. I spoke with the chair of the committee. She identified 2 reasons. 1. Will increase efficiency. 2. Expand diversity. She tried for someone from the med & engineering schools. Eventually she came up with a list that represented some form of progress. One of them is for a 1 year extension for one of the current members & 6 & 7 are brand new prospective members. With this slate we will have more diversity than we have now. MS (Pres): How is she defining diversity because she has 4 from CLA on the committee now? KT (COE): I don't see much gender diversity either. RPD (LAW): There are only 2 men in the group of 12. It wasn't that diverse to begin with. CP (VP): She tried. She worked very hard on it. MS (Pres): Did she clarify the inefficiency? CP (VP): Of 12, fewer than 5 were regular attendees. BB (STHM): Who is she calling? Maybe she's hand-selecting the wrong people? JK (CST): Nobody from Fox. BB (STHM): Can we do this rather than her soliciting the names as compared to us? CP (VP): I sent a concern that 4 of 7 are from CLA. BB (STHM): We had to cancel our Collegial Assembly until April because	

	<p>of the snow, so we couldn't ask.</p> <p>RPD (LAW): There are 2 issues here. 1. Diversity of the committee. 2. Reduction in size. We need more school & college diversity in this committee. Other issue is reduction in size. What do we think about that?</p> <p>CP (VP): If fewer than 5 show up for meetings regularly?</p> <p>BB (STHM): What is the business of the meeting?</p> <p>KT (COE): It's very difficult to find a time when everyone can go.</p> <p>MS (Pres): With more people on, you are more likely to show up. I'm going to suggest keeping it at 12 & for the remaining 5, get people from the other schools.</p> <p>KT (COE): Maybe we need a policy that there are no more than 2 from any given college?</p> <p>CM (Coord.): Composition of committee is 13. This committee is not mentioned in the bylaws, I don't think. It used to be the Committee on the Status of Women. Last year the name was changed.</p> <p>CP (VP): So...</p> <p>CM (Coord.): There are 17 schools & colleges.</p> <p>CP (VP): I will let her know that we're not inclined to reduce the numbers & that 4 of 7 from CLA doesn't look good.</p> <p>KT (COE): Can we take a vote?</p> <p>MS (Pres): I would like to make a</p> <p>Motion to keep committee at 13 & to appoint individuals from schools other than those currently represented on the committee.</p> <p>JK (CST): Goal that 10 of the 17 schools be represented?</p> <p>MS (Pres.) All in favor? Are we approving suggested members 5, 6 & 7?</p> <p>BB (STHM): I suggest no because that's 2 more for CLA.</p> <p>RPD (LAW): Let's extend candidate #5 from CST & hold the other 2.</p> <p>BB (STHM): Angela Bricker's a carry over. Are there any reasons for that?</p> <p>CP (VP): Angela is a passionate contributor to the committee.</p> <p>TGC (FSBM): I wonder if anyone has reached out to the others. I remember when Nilgun came here a couple of years ago & I reached out to people at FSBM.</p> <p>CM (Coord.): Nilgun's been there for a while. She's chaired for a couple of years.</p> <p>JK (CST): As is, next year there will be 3 CLA people.</p> <p>MS (Pres): So let's approve Angela & send the others back in the sense of preserving diversity.</p> <p>CM (Coord.): They do a lot of work.</p> <p>CP (VP): Only a few do the work.</p>	<p>The motion passes.</p>
--	---	---------------------------

	<p>SBD (CPH): That's normal. Small group theory.</p> <p>MS (Pres): Approve Angela & send the others back.</p> <p>CM (Coord.): And so the composition remains at 13?</p> <p>MS (Pres): Yes.</p>	
<p>Old Business</p>	<p>RPD (LAW): To follow up on the Assessment of Instruction Committee (AIC), I congratulated the law school person we selected & he said "What's that?" Neither of the folks on the list from LAW were contacted before or are willing to serve. That's an issue.</p> <p>CP (VP): That's what we learned from Gina Calzaferri. That was a discussion with Gina? She was leaving it up to us to contact them. It's a long story about how she explained it. Steering committee pre-approved the list before they went out.</p> <p>TGC (FSBM): Who initially made these recs that we voted on?</p> <p>CM (Coord.): What they did was come up with their list. Gina & Joe DuCette & the AIC.</p> <p>TGC (FSBM): I spoke with the nominee from Fox & she didn't know either.</p> <p>RPD (LAW): The way it usually works is that a person self-nominates & someone sends his or her own name to Cornelius. The other way we get candidates is to have the committee chair tell us who they think might serve.</p> <p>MS (Pres): Let's discuss this further next time. Our guest is here.</p>	
<p>Guest: Dr. Scott Gratson, Klein College of Media & Communication</p>	<p>I'm Scott Gratson from Klein & I'm excited to speak with you. [Introductions were made all around.] Thank you, it's a pleasure to meet with all of you.</p> <p>MS (Pres): Scott emailed me with some concerns & we had an opening. Tricia (Jones; Past-Pres., LKMC) & we have some suggestions.</p> <p>SG (Guest): I just want to speak for about 6 minutes if that's all right. My biggest concern: The motions recently passed. As of 1:14 a.m. this morning the new proposal [for the Multi-purpose Facility] was sent out. I talked with Tricia yesterday p.m. The proposal was released this a.m. Several concerns in the resolution were addressed. That which I'm still grappling with are to which I will speak. Why me in particular? I do some recruiting for the football team. I also speak with some incoming team members regarding the proposal.</p> <p>This is coming from Tricia, being read from a different perspective from the intent for which it was originally created. I read from a proposal about wherein football is a potentially dangerous sport from which grievous injury... what is the intent for this line? Football is not the sport that has the most concussions. Female Lacrosse & soccer do. The amount of concussions on one team were astronomical. If that is the intent, play on. IF that is the intent, I agree. Thus the question becomes what is the effect of it not being done? If there's something in football that there is something wrong that's not being addressed, & subject to potential grievous harm, what does that suggest about my character & conduct? There are several players (kickers) that do not engage in actual touch. If that is the case, I think that it's a comment that denigrates those of us in football. It also brings up the next things related to timing. Some parts of this motion are already being addressed by the report that was released at 1:14 a.m. I have seen that on Temple's team that goes down to the color of their urine. I've known Paul [LaFollette; co-author of the resolution] for a long time. We've discussed this openly. Tricia is my incoming chair. I'm an NTT. I owe no personal animas.</p>	

	<p>MS (Pres): Let's open this up for questions & discussion.</p> <p>JK (CST): If boxing can be opened up, is that any more difficult than this?</p> <p>SG (Guest): What is the role of the word 'should?' What information is necessary for us to look at based on what should be done? The hasty generalization for all is just as bad in this case.</p> <p>JK (CST): People read the resolution & either voted for it or not.</p> <p>SG (Guest): I understand your interpretation of that. I think some of the things are of concern with relationship with animas toward football.</p> <p>PL (FacHer): Let me address a couple, but not the motion because my name is on it. One of the two editorials you addressed, in a private email, was about whether there are ethical concerns that need to be addressed. Someone who understands ethics & the ethics of research should be asked to look in on Temple to make sure that what we are doing meets those standards. I do have animas towards football. I think it's an unnecessary sport.</p> <p>SG (Guest): The goal about ethical concerns is not as concrete in this motion as it could be. About this or any other number of issues that may or may not be addressed, especially. One doesn't know what one is voting for related to this motion. It's even more cloudy since the new proposal this a.m.</p> <p>KT (COE): What proposal are you referring to?</p> <p>SG (Guest): The new one released by the president's office released this a.m. by the <i>Temple News</i>. It's about an interview with a representative from the President's office & an interview with Bill Bergman, who was also present. That was how I first heard about it. This is where we often look to news about TU not only for Klein but the university in general.</p> <p>MS (Pres): I'll try to find & send it out to the FSSC. I believe that it's the proposal that President Englert is planning on sending out to the community. It's their hope; their expectation. There are questions like how firm are the \$50 million raised from donors. It has details about what the facility would look like fairly comprehensively. This is the proposal they want to put forward. Whether they've done anything with the community...</p> <p>SG (Guest): There is a dis-connect with the resolution & the publishing of the proposal that's come out before. I wanted to bring these concerns to your attention Note my voice & my reaction to it. I've never seen an entire football game. My focus is mostly on the pedagogy of sport. Paul, you are entirely entitled not to like football. It's going to be a wonderful end of the term... It's almost done! Thanks! Bye.</p> <p>MS (Pres): Are there any questions?</p> <p>RPD (LAW): There is one issue & one non-issue.</p> <ol style="list-style-type: none"> 1. Intent of resolution with relationship to animas toward football. The sense I get from Tricia & Paul is that the answer is no. 2. Whether or not the stadium proposal is keeping up with the changes. We can solve it by putting some kind of explanatory note in the ballot. This eliminates potential distraction. <p>The other question he raised is whether the resolution should move forward because the University has put out a new proposal. I think if faculty vote for this resolution, assuming that it's +, it's going to give a pretty good sign that the faculty is concerned about it. If the Board of Trustees (BOT) hears this & takes care of all these concerns, hallelujah! It may convince them to see the path of righteousness more speedily.</p>	
--	---	--

	<p>CS (LKSM): It's interesting how people read 'intent' here. The way I read it is whether we really want to invest 80-100 million into a sport that is going to be defunct in 10 years!</p> <p>DH (CLA): How would we diagnose the concussions?</p> <p>PL (FacHer): It won't pass IRB either.</p> <p>JS (BCMD): My feelings are aligned with both of these things. Building this commits us to football for another 40 years.</p> <p>DH (CLA): Yes. It shuts down the bigger conversation about whether or not we should be engaged in football & indeed other sports. I have a son who is a DU 1 athlete at Syracuse. Most of the DU 1 athletes are the sons & daughters of former athletes. Sheer amount of acceleration we've seen in the sport is part of why the injuries are accelerated.</p> <p>JS (BCMD): My sense is that it is the worst kind of prostitution. We're going to give you an education at the sacrifice at the rest of your life.</p> <p>TGC (FSBM): My concern is that we're conflating 2 different issues here. If we're going to focus on football as a separate issue from having the stadium or not. If we change the wording that 'because the future of football is uncertain due to findings,' that is more of a reasonable message. If we don't, we're going to have more of a backlash. I hear the message. "Future of football is uncertain." Do we want to conflate both messages into one resolution?</p> <p>PL (FacHer): The resolution is what the resolution is. The only thing that we can do now is as RPD (LAW) suggested & include explanatory language.</p> <p>TGC (FSBM): Maybe the explanatory statement could be about making the long-term commitment to football.</p> <p>BB (STHM): I agree totally with what you are saying. But I don't think football is going away in my lifetime. It's a big time sport!</p> <p>CS (LKSM): The supply side football for players is such that... women in my neighborhood will not be signing the permissions for their kids.</p> <p>JS (BCMD): Some are suing their schools for brain damage.</p> <p>JK (CST): We ought to say whether we want a stadium. Otherwise, we're not doing our job.</p> <p>PL (FacHer): I do think that we ought to concentrate on what makes sense. Show us the report & the numbers. This is an intellectual organization that thrives on openness.</p> <p>TGC (FSBM): If this is going to be a contentious claim, maybe we could tweak it so that the future is uncertain, so therefore, should we be investing in a long term venue?</p> <p>JK (CST): I think that this takes a lot of ingenuity & wriggling around. This (the resolution) is very clear.</p> <p>MS (Pres): Could I ask RPD & Trish to work with Paul for some language to send out with the ballot? Then I'll send it around.</p> <p>PL (FacHer): Probably I will talk to Steve Newman also, since he's an author.</p> <p>RPD (LAW): Probably, the three authors should write first & then I'll destroy it with my editing pen.</p> <p>PL (FacHer): If you're willing, I'd like to have you write the first draft & then</p>	
--	--	--

	<p>send it to us. I really think that fresh eyes will do a better job.</p> <p>MS (Pres): I will send out the plan revision from the President's office. He will put in some links to the ppt. Then, we'll check with CM (Coord.) about the wording & then we'll get the ballot out.</p> <p>MS (Pres): Another question that came up from Monika Ricketts is about the Symposium on Cuba & War & Peace. They have raised (see file) some money for putting on the symposium. They've come to us to ask for any sort of donation.</p> <p>CM (Coord.): I'm still looking at the budget. There's not a lot left, but don't need a lot for the end of the academic year. How soon do you need to know?</p> <p>MS (Pres): A couple of days.</p> <p>JK (CST): Is there anything left for Lectures & Forums (L & F)?</p> <p>CM (Coord.): They've awarded some funds. I need to drill down on some funds before we commit.</p> <p>JK (CST): I'm very in favor of supporting this, but it should come from the Lectures & Forums Committee.</p> <p>CM (Coord.): L & F has a limit of \$500.00 per event.</p> <p>JS (BCMD): If we & they have it, how would we direct it through them?</p> <p>MS (Pres): I will ask/send this to L & F to see if they can award it if there's \$ left.</p> <p>JS (BCMD): If we're in favor of it they can fund?</p> <p>KT (COE): I think it sets a bad precedent for the FSSC to fund stuff.</p> <p>MS (Pres): If L & F comes back & says we can't decide in 3 weeks?</p> <p>RPD (LAW): Not that concerned since we actually have a process for giving money to things like this.</p> <p>PL (FacHer): Pretend they're CATA... they know how to respond in <10 days!</p> <p>MS (Pres): Back to the minutes: There are a couple of sarcastic remarks in here. Have you found them yet? Motion to approve? APPROVED.</p> <p>I'm meeting the Provost at 4:00 p.m. I have a list, but is there anything you want to discuss?</p> <p>BB (STHM): About the meetings from last Wednesday being postponed to next Wednesday? I couldn't do either. They've been rescheduled for the exact same time. Please ask for more & change the times a bit!</p> <p>MS (Pres): Anything else? Carmen, did you get in touch with Steve?</p> <p>CS (LKSM): Yes. Jonathan Soboloff & I talked with him. They have hired 2 people & are going through final vetting of one of them. No resolution yet. Just going to have to wait. We'll have this conversation again in 3 months [Material Transfer conversations]. There is only one person at TU who signs everything. One of the things that Steve brought up is that both of us objected to this. Michelle Masucci's office gave permission for him to go ahead & hire these people & they are being delayed. Something is in the works & we'll see whether it works.</p>	
--	---	--

<p>New Business</p>	<p>DH (CLA): Last time, someone mentioned that TAUP is having meetings with Michelle Masucci about IRB issues. Someone asked about it.</p> <p>PL (FacHer): TAUP is looking to have language in the next contract about issues that seem to coalesce in the next contract. There are problems with people keeping their jobs & other issues. I do think that the FSSC should take up this IRB issue as well. It's been problematic. Not the worst, but not great.</p> <p>MS (Pres): I'm going to recommend on that the incoming Senate president put it on his agenda for next year.</p> <p>DH (CLA): The FSSC has a different role to play to hold TU's feet to the fire.</p>	
<p>Guest, Joe Lucia, Dean of the Libraries</p>	<p>Thanks. I didn't actually bring a formal presentation. I do have one that I give to outside groups. Now that it's under construction, what is behind this building, unique about it & what's in it for faculty & grad students?</p> <p>I've been working with David ____, who works for the library as funding officer. The building is actually paid for. We are fund raising for an endowment to support what's inside the building. Run costs. Trying to raise a 15-20 million-dollar endowment that provides about \$700 K/year to run the building. That will give us the money to do a number of things that will permit just maintaining. The deferred maintenance issues that we currently have is that we don't want this building to have that fate.</p> <p>We happened to get very lucky with Steve Charles. He is a TU alum. He grew up in a small farming community ~ Lancaster. Feels that he really discovered the world through his experiences at TU. Technical contracts with the federal government that he sold to a company for a crazy \$450,000,000. He's kind of a Jerry Lenfest mold. I met him at the President's holiday party at the Union League. Explained to him what this building is & what we're doing with it. I only had a short conversation with him. I just knew that he was a BOT member of some means. Jim Cawley called me a couple of weeks later to tell me that he wanted to fund the naming rights. What he's personally excited about is that creativity & new ideas are most often generated when people from different fields of expertise come together (like the library). That's something the library kind of sits in the middle of. We have a donor who's interests are congruent with our mission. Not the kind of donor who says where the money should go. He said, "You all make the decisions." I think some of the things we could do include hosting events he's interested in like Tech + Culture. Something that brings life to the new building and brings life to the campus.</p> <p>Where we are in terms of the building process:</p> <p>Now on its projected schedule. We had a pause in the process. We had some construction cost issues. The first round of bidding on construction came in quite high. First, supposed to be all concrete. Now made of steel to create the same shape of building. Not clear if there were any cost savings, but too late to enforce. The geometry is very complex. A feat of structural engineering. Very complex structure. Opens up to the 4th floor through the central atrium.</p> <p>Some ask, why such high architectural standards & so elaborate a building?</p> <p>Looking for occupancy about March of 2019. Begin operating at the very end of July 2019. Around August 1st there will be a dedication event in the fall of 2019. <u>We</u> really want to have the whole campus celebrate. What does the 1st year of the building look like? How can it be a community space?</p> <p>Calling it an intellectual agora for the information age. Some open themes? A series of events about the history of & future of the book. We</p>	

will use our collections of books. A lot of artists' books. We will have outside speakers as we go thru that 1st year. Reaching out with this to some of the faculty who want to come into the conversation with us.

Another thing: we've deferred on a lot of things on the kind of tech we want to put in tech infrastructure that amplifies its potential impact. A digital scholarship center. A place where we have a faculty advisory board. Cindy Leavitt has a strategic task force that has some kind of tech plan.

How can we use all of this as a new kind of physical center of engagement?

One thing CL found out is that it's hard for faculty to get out of their schools & settings to get out of their field. There are not that many shared spaces where they can work together.

Just sharing some ideas that are in development here. There are some interesting leading edge environments ~ the country. Artificial intel, data science, altered realities & others making their ways into daily life in ways that are invisible to people. Contact exploration in more informal ways that digital tech will have in an increasing manner on our day-to-day lives. Computer sci, Public Health, Liberal Arts. Programs & activities that can engage our students in these things. A lot more seats than Paley for students along with a lot more than Paley has. A signal to lots of different potential constituents the ambitions of our university. A lot of conversations with the President & the Provost about how a regional university 10 years out (with declining undergrad enrollment). You all, as reps of the faculty, should have a voice in that conversation.

TGC (FSBM): In going from concrete to steel, which absorbs heat & cold, unlike concrete, are there environmental concerns?

Joe: This is a Lead Gold building in terms of its environmental impact. It won't reach platinum level because it won't be energy self-sufficient. It will have the largest green roof in PA. Largest in storm water capture in PA. Radiant floor heating (not duct & blow traditional).

BB (STHM): It's very rare that you're out seeking endowments for operations. Has the university funded it? Is this a good model? I was actually taken aback about the donation of Charles compared to a building of this magnitude.

JL (D Lib): The size of the gift is interesting. I've only been at TU for 4.5 years. I've taken slow steps toward our philanthropic effectiveness. LKSM was named for \$25 million. Usually it's \$150 for bigger schools. We were happy to get \$12 million. If we were Duke, it would have been \$20-25 million. It is one of the biggest individual gifts the university has ever received. If we had larger sustained success in setting the number higher, you'd have to play with the team that's on the field.

BB (STHM): Alter was \$15 million & there was \$20 million for Fox.

JL (D Lib): I wouldn't push back hard that it's a small # for the stature of the building but it's the biggest gift that the library has ever received. Most special endowments tend to be performing arts centers, etc. There was a set of assumptions when I got here that there would be no additional operating costs on the university due to energy efficiency. I don't think the Steve Charles gift will be the last big library gift. If people see what we're doing in this building, there will be more donors. The library budget has been flat for 5 years. The reason that we are able to do what we're doing is a \$50 increase on top of the fee for tech. Without the change in our funding structure, we were looking at a multimillion dollar. When I got here, we had 25 vacancies, which I've filled, because we need them to be the kind of library that we want to be. That makes it very difficult to keep it going without alternative funding streams.

	<p>JS (BCMD): Do you have any idea how the flat cost was estimated? (with a direct tangent to the stadium?)</p> <p>BB (STHM): Most of those people are gone now.</p> <p>KWW (TFMA): Some of the costs are absorbed that way. With the new building, does that mean that the Temple University Press will go away?</p> <p>JL (D Lib): Actually the TU Press is doing very well. As with 90% of university presses in North America, there's a subvention. When we went to RCM, the University subvention was cut from ~ \$600,000 /year to ~\$250,000/year. Current needs: ~\$400,000/year. The challenge with university press publishing is that the underlying economics are fundamentally broken. We no longer sell the number of physical copies of a book. Decline in copy sales is that library budgets are directed to very high priced digital content libraries. Much of that digital content licensing... directed at largely high prices, private digital content high prestige stem fields content high impact journals are there. E-book licensing is an increasingly dominant model for how books get published. Textbooks that might be used as assigned now just recoup the revenue. We can't sell enough that make up for the declining costs. Hence, this is a non-Temple problem, but a very broken scholarly publishing problem.</p> <p>KWW (TFMA): But you don't foresee the TU Press going under?</p> <p>JL (D Lib): No, I don't. Not on my watch. We have 3 editors.</p> <p>JS (BCMD): What's the electronic security cost like in a new library like this? E.g. hacking things?</p> <p>JL (D Lib): These are big issues that go beyond the walls of our campus.</p> <p>JS (BCMD): I think of Atlanta being held hostage right now.</p> <p>JL (D Lib): There is a large amount of content piracy. Has anyone heard of CY Hub? With a TU login, thousands of publications can be spirited away on the dark web. In Russia, it's the largest free content of library holdings. This violates every aspect of the contracts we have. If there's stuff out there that we can't get, we... E-book titles of most of the u presses in America are being hijacked. Challenging but also fascinating. How do we get to the right ecosystem to make scholarship sustainable? Right now we're in a very disruptive and confusing time.</p> <p>KWW (TFMA): Will students have access to the roof? Lunch area.</p> <p>JL (D Lib): They won't be able to walk on it, but can see the green roof. It will be planted with a variety of plants.</p> <p>MS (Pres): From Morgan?</p> <p>JL (D Lib): Gladfelter & Andersen, SERC. We're taking time lapse photos of construction.</p> <p>KWW (TFMA): Faculty of Color (FOC) has had the longest running collaboration, but I'm asking a difficult question. What happens to the Blockson Collection?</p> <p>JL (D Lib): This is currently in Sullivan & Mr. Blockson, who is still living, wants it to stay there. He wants it there.</p> <p>KWW (TFMA): Is there a larger space where it could be handled? That space is very small.</p>	
--	--	--

	<p>SBD (CPH): Where is the urban archive located?</p> <p>JL (D Lib): Paley & our carbon storage facility. There may be better frequency where it can be used in the new facility. We're not taking everything in Paley. We're leaving behind a lot of furniture. I'm not sure how to monetize all that scrap metal!</p> <p>MS (Pres): Any other questions?</p> <p>Thanks!</p>	
Adjournment	Senate President Sachs: Thanks, everybody! We are adjourned.	Meeting adjourned at 3:03 p.m.
Respectfully submitted, <i>Sue Dickey</i> Sue Dickey, PhD, RN, Associate Professor & Faculty Senate Secretary, 2016-18		

Next meeting: Next FSSC: 4-10-18, University Faculty Senate: 4-19-18.

SBD/sbd 3-27-18; updated 4-7-18