

**Minutes of the Plenary Meeting
Of the Academic Senate California State University
Thursday, November 3, 2011 and Friday, November 4, 2011**

1. Chair Postma Called the Senate to Order at 10:03 AM on Thursday, November 3, 2011

2. Roll Call – Quorum certified

Senators Present: (Bakersfield) John Tarjan, Andreas Gebauer; (Channel Islands) Ching-Hua Wang; (Chico) Kathleen Kaiser, James Postma; (Dominguez Hills) Kate Fawver, Patricia Kalayjian; (East Bay) Susan Gubernat, Dianne Rush Woods; (Fresno) Jacinta Amaral, Otto Benavidez; (Fullerton) Reyes Fidalgo, Diana Wright Guerin, Barry Pasternack; (Humboldt) Marshelle Thobaben, Saeed Mortazavi; (Long Beach) David Hood, Eileen Klink, Praveen Soni; (Los Angeles) Kevin Baaske, Kimberly King; (Maritime) Steven Browne, Anthony Snell; (Monterey Bay) Karen Davis, J. Ken Nishita; (Northridge) Sandra Chong, Steven Stepanek, Shane Frehlich; (Pomona) Saeed Monemi, James (Jay) Schwartz; (Sacramento) Robert (Bob) Buckley, Thomas Krabacher, Christine Miller; (San Bernardino) Buckley Barrett, Jodie Ullman; (San Diego) Cezar Ornatowski, Carole Kennedy, Edward Aguado; (San Francisco) Andrea Renwanz Boyle, Martin Linder, Darlene Yee-Melichar; (San Jose) Judith Lessow-Hurley, Romey Sabalius, Mark Van Selts; (San Luis Obispo) Manzar Faroohar, James LoCascio; (San Marcos) Glen Brodowsky, Ofer Meilich; (Sonoma) Catherine Nelson, Brian Wilson; (Stanislaus) Steven Filling, Paul O'Brien; (Retired Faculty) Harold Goldwhite; (Chancellor's Office) Ephraim Smith.

Absent Senators: None

Guests Present: Ron Vogel, John Travis, Barbara Swerkes, Jeremy White

3. Approval of Agenda – Approved as submitted

4. Approval of Minutes: May 5, 2011- Approved with corrections

5. Announcements

Senator Linder announced that Vice Chair Darlene Yee-Melichar was selected to a federal committee appointment. Beginning this month, Darlene will serve a 2-year appointment by the Dept of Health & Human Services, Centers for Medicare & Medicaid Services. As a member of their Advisory Panel on Outreach and Education, she will use her gerontology, health services and long-term care administration expertise to help address program effectiveness.

Senator Miller announced the selection of Thomas Krabacher to give the annual "The Livingston Lecture," a prestigious lecture named after Jack Livingston, an emeritus Professor of Government and leader among the faculty in its early years. The title of his presentation was "The Public University as a Public Good." Hopefully, he can be prevailed upon to provide the text of his remarks to the ASCSU.

6. Introductions

Chair Postma introduced Dr. Wayne Tikkanen, the Director of the Institute of Teaching and Learning. Dr. Tikkanen introduced himself and noted that the goal of the CSU ITL is to:

1. Obtain evidence for value of Faculty Development in CSU system
2. Support pilots to address components of professional development (instruction, scholarly activity, service)
3. Specifically address assessment of student achievement of program outcomes, starting with General Education outcomes (Symposium held 26-27 October, 2011)
4. Restore the summer institute as a regular offering in pedagogy enhancement, this year as a bookend to the Assessing GE Symposium focusing on instruments for program level assessment,
5. Update ITL website and coordinate with General Education Advisory Committee, Compass and other relevant Chancellor Office websites

7. Presentations and Introductions – none

8. Reports

8.1. ASCSU Chair's Report by James Postma, Chair

The Senate's Budget

At this point in the fiscal year, our experience with the Senate's expenditures are following our projections, but that means that our efforts to minimize travel expenses by switching our interim meetings to virtual mode and other (disruptive) efforts have only succeeded in accommodating the inflating costs of airline tickets and other travel items. These projections still leave us significantly short of the budget needed to cover spring assigned-time allocations, so I am working with Vice Chancellor Vogel and EVC Smith on a resolution. I am aware that it is past time for faculty to commit to spring teaching schedules, but I/we don't have a clear path forward at this stage to maintain Senate functionality.

The Online Initiative

I noted in my last report the general goals of this latest entry in the CSU series of "Initiatives" (Graduation, Early Start, STAR Act, presidential compensation (plus,) ...) that have been announced to the Senate and the System with the expectation that "shared governance" would subsequently occur. The Online Initiative has a new version of un-shared governance in that the Initiative was announced, funds were committed, consultants hired, an executive director search commenced and is likely to conclude with the bare minimum of communication to faculty in general and the Senate in particular. What has been communicated (from the consultant's report) is a wide array of possible formats for the System efforts, many of which have significant potential for disruption, including threats to faculty positions, to the fiscal health of departments, to the integrity of our curriculum, and to currently-existing, quality on-line programs in the CSU.

I know that this mild rant does not sufficiently convey some Senator's outrage at the situation, but I am committed to demonstrating that the Senate knows how to share governance. I find it more and more difficult to maintain that goal, especially when the "party line" (see <http://its.calstate.edu/onlinelearning/>) indicates that the Initiative

“...has followed a broad-based, consultative process” as it was developed to this stage. I have brought, and will continue to bring these significant shortcomings to the attention of the Chancellor, the Board, and the Technology Steering Committee. These messages have resulted in the session with President Welty that is scheduled for tomorrow during the plenary and a webinar Q & A session on November 16.

SB 1440 (aka The STAR Act)

Progress on the implementation of the STAR Act continues with CSU campuses responding to the first set of 16 Transfer Model Curricula (see <http://www.c-id.net/>) and another 16 in various stages of development. Most of the first set have received a “Yes, similar” designation from CSU campuses and for those that were not deemed similar, evaluations are underway to determine whether a “similar” designation is possible. It looks like those determinations could be finished by the end of the (calendar) year and that the new set of TMCs that emerge from the second set of 16 will also go to our campuses for “similar” determination by that time.

The Senate’s Golden Anniversary

As noted previously, Senator Tarjan has been asked to organize an appropriate celebration of the Senate’s 50th anniversary next year. Several former colleagues from CSU-ERFA (the Emeritus and Retired Faculty Association) have agreed to join the effort. John would like a couple of Senators to join the planning effort. If you are interested, please let me know of your willingness.

The Early Start Initiative

My September report on the Early Start Initiative is still current. English and math faculty on our campuses are working hard to accommodate the Board’s requirements for the initiative while Eric Forbes, his staff, and campus staff work to make the admission/enrollment processes as smooth as possible for students. APEP was to meet on Wednesday with Marsha Hirano-Nakanishi to hear about assessment plans for the project and I will leave it to their report for that outline.

In addition

The fine work of the CSUSB Senate in writing a resolution addressing concerns raised by the CSU Online Initiative was acknowledged.

8.2 Standing Committee Reports

Academic Affairs Committee Report by Andrea Boyle, Chair

- The committee met yesterday and heard reports from Associate State Academic Dean Ken O’Donnell and Paul O’Brien, Executive Committee Liaison.
- Two Second Reading Resolutions and one resolution in First Reading were discussed and prepared for this plenary. The resolution on advising and guidance for CSU Doctoral Programs was discussed with Senator Van Selst, APEP Chair. The resolution will be co-sponsored with APEP.
- The AA Committee is preparing a White Paper on Online Education. The report is being developed and will consist of 6 chapters covering best practices, policies, issues, Western Governors University as related to online education. While AA committee members are mindful of the need to be expedient, the goal is to

develop a thoughtful, comprehensive, evidence-based report that can be used to inform further discussion, and resolutions. Chair Boyle also thanked Senators Pasternack, Kalayjian, Filling, and Barrett for their ongoing work on this white paper. Chair Boyle asked Senator Pasternack to present a brief report to senators regarding the work done to date on the white paper. Senator Pasternack provided senators with links to the current work completed on the white paper.

Academic Preparation and Education Programs Committee Report by Mark Van Selst, Chair

- ALEKS – disability accommodation was discussed with a focus on the availability of alternatives to address disability access concerns at the campus level.
- CTC – concerns regarding courtesy credential evaluations was discussed.
- CTE – a new approach to developing criteria as required by laws surrounding CTE was discussed.
- Ed.D. – a resolution addressing the more advanced stage of development of Ed.D. program offerings will be presented.
- Early Start – APEP continues to struggle with information acquisition regarding Early Start in committee; specific concerns regarding assessment were discussed – in particular shorter timeline to degree, more units faster, and open seats for other courses.
- EAP – APEP is still asking for the advisory committee to be called to meet; we discussed conditional status in English and Math; Smarter-Balance was discussed regarding “new” developments in EAP testing; Math “ERWC-like” course development appointments have been made; difficulties in student tracking were discussed.
- CPEC – data preservation actions informed our joint resolution with FGA
- SB1440 – APEP struggles with acquiring SB1440 updates in committee. CCC transfer degree alignment with CSU degrees was discussed. Data problems around 1440 implementation include transfer degree correspondence assessment and tracking; student degree tracking; the advantages of electronic transcript use. Limitations imposed by fiscal concerns (mandates need funding).

Faculty Affairs Committee Report by Diana Guerin, Chair

- The CSU Online Initiative is another example of the CSU developing initiatives without the inclusion of faculty.
- Faculty wish to be engaged early in the development of initiatives, but recent practices have not included faculty.
- Met with President King Alexander to help make the case that
- Met with Gail Brooks and Margy Merrifield
- John Travis provided FA with an update from CFA
- Draft report on a study on the use of RSCA funds by faculty

Faculty and Governmental Affairs Report by Thomas Krabacher, Chair

- Three Second Reading resolutions will be discussed at this plenary
- A new resolution will be coming forward with a request for a waiver will address the BOT’s 2012-2013 budget request.

- FGA met with President King Alexander and discussed sources of higher education data that can be of use to the ASCSU as well as strategies for carrying the message of the CSU's need for additional funding.
- Karen Zamarripa discussed the political climate that ASCSU might encounter in Sacramento. There doesn't seem to be a legislator focused on predominately on higher education.
- FGA will be providing the Executive Committee with advice on the specialist position descriptions and the desirability of formalizing them in the by-laws.
- FGA will also be providing with advice on Academic Reorganization
- Strategy for advocacy is likely to be in-district rather than a visit to Sacramento and will be the primary focus of the Committee's December interim meeting.

8.3 Faculty Trustee Report by Bernadette Cheyne, Faculty Trustee

- Trustee Cheyne recently shared two reports with the ASCSU. One report summarized the September BOT meeting and the other shared her impressions of the BOT October 25, 2011 Retreat. Both reports are posted on the ASCSU website.
- Trustee Cheyne noted that she is aware of the strong negative reaction of senators to the CSU Online Initiative being developed without faculty input.
- She also welcomed invitations to visit CSU campuses and received several suggestions regarding what she should see and do when visiting campuses.

8.4 Other Committees and Liaison Reports

English Council Liaison

- Senator Gubernat reminded the Senate that she has previously distributed a report from the English Council meeting she attended on behalf of the ASCSU.
- Senator Gubernat read aloud a statement from the English Council:
 - CSU English Council has passed two position statements opposing the mandatory Early Start program, the last of which resolved that English Council would not participate in the implementation of a policy it considers deeply flawed, misguided, and discriminatory. At our fall 2010 meeting in San Diego we agreed to send a representative to the Early Start implementation committee with the rationale that if we were completely out of the loop the resulting policy might be even worse for students, the CSU system, and the people of California. No one should interpret or represent our participation in such meetings as an endorsement of mandatory Early Start. English Council would like to reiterate that we believe mandatory Early Start to be bad public policy and that nothing we have seen in the implementation of this program has changed our opinion. We continue to oppose the policy and object to any use of our name to promote it.

Admissions Advisory Committee by Stephen Stepanek, ASCSU Liaison

- Admission Advisory Council will meet at CSU, Fullerton on Dec 16
- CSU Council of Senate Chairs will meet December 8
- The newest Senator from CSUN, Shane Frehlich, has arrived.

General Education Advisory Committee Report by John Tarjan, Chair

- GEAC discussed the ITL Symposium on GE Outcomes. Wayne Tikkanen, the ITL Director already gave us a brief report.
- GEAC received reports on SB 1440, specifically regarding the American Institutions requirement.
- We are working to develop clearer criteria for Area C1 arts course review. We are attempting to involve UC faculty in addition to CCC and CSU faculty since we hope to align the Area Breadth criteria with IGETC standards.
- We have requested that the English Council provide the committee with recommendations regarding the use of the New CLEP Exams in College Composition to earn credit within Area Breadth.
 - We have also designated a work group to gather information about challenge examinations for foreign language GE credit.
- There was an update on the Give Students a Compass Project Update
 - \$1,000,000 in external funding has been pledged by outside foundations to date.
 - We will be adding more CSU-CCC team projects due to the significant commitment from the Irvine Foundation.
 - AAC&U has provided \$120,000 from the Lumina Foundation to work on the degree qualifications profile.
 - In this regard, Northridge and Pierce College will receive funding to explore articulation based upon demonstrated proficiencies rather than coursework.
 - WICHE is working with the Carnegie Foundation to explore ways to do interstate articulation of GE, including California.
 - Jane Wellman of NASH is looking at whether HIPs are cost-effective in terms of persistence to degree rather than for offering a particular course. While it may require some expense initially to incorporate things like service learning, they may be a worthwhile investment because of improved student outcomes.
 - Funders are very impressed by the strong leadership roles faculty have played to date in our Compass project.
 - The expanded Compass steering committee met Tuesday afternoon.
 - There is a tight deadline for the next round of Compass proposals. We hope to have criteria posted by the end of this week, proposals in by the beginning of December and word back to the campuses on funding by mid-December. An RFP should be going out to campus academic administrators and faculty leaders next week.
- A GE conference entitled “Engaging from the Start” is planned for next Feb. 13-14 at CSULA including CSU and CCC representatives.
- We discussed the use of GE course substitutions for students with disabilities in mathematical learning. The item is carried over to our January meeting.
- We briefly introduced two items that will appear on our next agenda.
 - The WASC Benchmarking Initiative and how that may relate to general education.
 - Critical thinking in GE Area Breadth

8.6 CSU Fresno President John D. Welty, (Time Certain: Friday 10:00 a.m. via conference call)

The CSU Online Initiative will be overseen by a 12 member board:

- Three or four Presidents from the TSC (Dominguez Hills, San Marcos, Humboldt, and Fresno)
- Provost
- Two faculty members recommended by the State-wide Academic Senate
- Otto Benavides and Jodie Ullman
- Extended Education Dean
- Student appointed by CSSA
- Ex-officio: Executive Vice-Chancellor for Academic Affairs and Chief Academic Officer and Executive Vice-Chancellor for Administration and Chief Financial Officer

In response to questions from the Senate, President Welty covered the following points:

- Creating a Steering Board
- Hiring an Executive Director
- Few decisions have been made
- Curriculum will be controlled by faculty
- Extended Ed/University Auxiliary Services model is only one under consideration
- Maintaining quality and CSU Brand are very important
- No decision has been made regarding intellectual property, may let each campus decide
- No decision yet regarding funding

8.7 Report of the Executive Vice Chancellor and Chief Academic Officer Ephraim Smith

- CSU has signed up for the Smarter Balance assessment standards. Need to determine what is “college ready”? Students are supposed to be assessed for college readiness or work readiness. There have been several meetings across the state.
- Academic Affairs is working on academic technology. Working on a degree database, which is just about ready. Also working on a piece of software to give dashboard reports to department chairs and deans so that they can stay abreast of how their students are progressing.
- SB 1440 moving ahead. Now up to 25 TMCs being reviewed by CSU campuses. Asking programs that have said “no” to go back and see what might be done. Transfer degree students are guaranteed admission to the CSU and there is little room at CSU campuses: 16 impacted at the freshmen level. X number impacted at the transfer level. Many campuses are closed in the spring and this affects transfer students.
- Early Start moving along. We will be starting this summer for 17,000 math students and English (those most at risk—bottom quartile) is another 7,000 students.

- EVC Smith has been discussing enrollment strategies for 2012-2013 year with the campuses.

8.8 Report by Associate Vice Chancellor Ron Vogel

- There is a brand new link to a list of programs in the CSU. Everything is pretty much accurate. You can search by career or by campus.
- Working on seeking solutions to the ASCSU budget.
- Governance is incredibly important. When we work together as a group, when is it good faculty governance? Want input into legislation. Is four or five faculty working with the CSU faculty governance? Or is it only governance if legislation is brought to the ASCSU?

8.5 Time Certain Report by CSU Chancellor Charles B. Reed 1:02 PM

- Chancellor Reed reported that we now have five presidential vacancies. When one looks at the age of our presidents and the years of their service, it is inevitable that the CSU will need to conduct multiple searches in the coming years. Bill Eisenhardt, the President of the Maritime Academy, recently announced his retirement effective this summer. CSU has already started searches for Northridge and Fullerton and hopes to conclude them in January. Searches are starting in January at San Francisco State University. These searches will take up quite a bit of Trustee time.
- Chancellor Reed was invited to attend a meeting on college completion by the Commission on Higher Education in Washington. They hope to follow up on President Obama's goal of graduating more students. The rest of the country will see that CSU is already a window into the world of student diversity.
- CSU is the largest recipient of Pell Awards, totally nearly \$700 million. This summer some legislators put the this program on the cutting board. There may be an attempt to cut the length of eligibility for Pell awards.
- At the recent BOT retreat, Trustees looked down the road at a number of issues challenging the CSU. For instance, the CSU needs to look and plan how we can provide more aid to middle class students. Definitions of middle class vary, but an approximation is families that make \$120-130 thousand per year. We currently cover students that make up to \$70K or less and CSU waives tuition at a cost of \$600 million. We received about \$1.6 billion between Cal Grants, Pell Grants and State University Grants (SUGs). We currently support, through Pell and SUGs, up to 180 semester units. The CSU could look at a more reasonable cap on support; perhaps 140 or 145 credit hours might be more reasonable. Currently SUGs go to graduate students. The CSU is the only system in the country that gives such aid to graduate students. Perhaps the CSU should move some of that money to undergraduate students. CSU students do not use Pell money for tuition. Students get Cal Grants or SUGs for tuition and then use the Pell award for living expenses. In every other state students use at least some of the Pell grants for tuition. The board will look at and try to model expanding financial aid to help middle income students.
- The overriding thing Chancellor Reed works on every day is CSU's budget. Until jobs and housing get better, revenues won't get better since revenue is tied to jobs

and housing. Governor Brown tried to increase revenues, but couldn't get one Republican vote. We have been through significantly difficult times for the last three or four years. This year may be harder since it's an election year.

- The Governor's Office already told Chancellor Reed to prepare for an additional cut of \$100 million. That makes the total cut \$750 million and that is a 30% cut from a year ago. This cut was anticipated, so we are prepared to handle it without a mid-year tuition increase. The big question is, will the cut be to the base or will it be a one-time only cut. If it is a continuing cut, it means an even deeper hole. Cash flow problems have the CSU trying to figure out how we can get through until June 30. Presidents are reporting that most of our large campuses and all of our small campuses face structural deficits. Fresno is working to reduce from 8 colleges to 6 in order to capture savings (SFSU already did this). They have been living off of and reaching the end of, their reserves. Chancellor Reed has developed a budget request for \$333 million above current funding. This includes money covering current enrollment (we are already over enrolled) and a small increase in enrollment. Tuition will provide \$64 million more by asking students to pay about \$495 more each year. However, he is asking the legislature to buy out this tuition increase. With our enrollment and tuition we would have a net increase of \$200 million. That would barely keep our doors open.
- CSU presidents have been given an FTES window by as much as 2% under and as much as 3% over FTES targets. If they exceed their targets by more than 3%, CSU will capture tuition revenue and redistribute the money to other campuses.
- Some efforts don't save a lot of money, but CSU is making efforts to save where possible. Chancellor Office Human Resource operation has been outsourced to CSULB and will save \$1 million. In the Bay Area, San Francisco State, East Bay. The Maritime Academy and San Jose State have consolidated police services (there is one dispatch center). Some savings have resulted. In the IT area, unnecessary servers have been eliminated. Instead of hiring three Chief Information Officers (CIOs), one will be hired and he/she will move from campus to campus. This has already been done in the Bay Area. CSU is saving nickels, but it adds up.
- SB 1440 can save up to a \$100 million and serve more students in the CSU.
- Families can earn a federal income tax credit for the costs of higher education, even if they earn up to \$180,000. Families have to apply for this tax credit in April after paying tuition in August and/or January. To that end, we need to have tax credit application workshops and need to get all of our students to apply for financial aid.

8.9 John Travis, California Faculty Association (CFA) Report

- CFA is concerned about the CSU Online Initiative because of the impact it may have on faculty. This is consistent with CFA's views of extended education or private enterprise approaches to education because of their abandonment of the role of public higher education under the Master Plan.
- A strike is being called for November 17 at East Bay and Dominguez Hills for the failure to provide faculty raises under the old contract.
- Two fact finders concluded that under the 2007 agreement, resources are available

for raises for some faculty at a cost of \$20 million. The Chancellor concluded that other matters are of greater priority than these modest raises. Faculty should stay informed as to the issues and activities on local campuses. Bargaining for the successor contract continues. Not much progress. The union believes that there is reluctance on the part of the Chancellor's Office representatives to address issues while continuing to insist on take backs.

- Pension reform. Governor Brown has proposed changes. Some legislators oppose these changes. Probable result will be much less draconian than the changes proposed by the governor.

8.10 Jeremy White, California State Student Association (CSSA) Report

- There is a movement to eliminate the Sustainability Committee. Students are opposed to the elimination of this committee.
- Student support electronic transfer and hope that this can be expanded.
- At this time, Students have no formal stance on the Executive Compensation matter.
- Trio programs summer bridge, EPIC, Upward Bound, and EOP being discussed. Students seek to maintain these programs.
- All senators are invited to attend the next meeting of the CSSA in San Diego,

8.11 William Blischke, Emeritus and Retired Faculty Association (ERFA) Report

- ERFA had its fall meeting at SDSU and they were a wonderful host.
- Please read the ERFA Reporter for the details of that meeting.
- ERFA is in fairly good shape. It depends completely on the contribution of faculty through automatic deductions from their retirement payments. One reason why ERFA is in good shape is because they meet on campuses. Sixteen campuses have ERFA Chapters.
- csuerfa.org has links to many CSU related articles. Check it out.
- ERFA is working to establish a direct relationship with the Chancellor's Office.
- April 21st meeting will be held at San Jose State

9.0 Committee Recommendations

9.1 AS-3037-11 AA (Rev) Second Reading– Approved Without Dissent

Providing Advice and Guidance to the Development of California State University (CSU) Professional Doctorate and Ed.D. Programs

9.2 AS-3038-11 AA (Rev) Second Reading – Approved Unanimously

Facilitating Transfer to California State University (CSU) Nursing Programs by Establishing a Common General Education (GE) Pattern in all California Community College (CCC) Associate Degrees in Nursing Programs

9.3 AS-3040-11/FGA Second Reading - Approved

Restoring Quality in the California State University (CSU)

9.4 AS-3042-11/FGA/APEP (Rev) Second Reading – Approved Unanimously

Public Access to and Continued Collection of Intersegmental Education Data

- 9.5** **AS-3043-11/FGA (Rev) Second Reading - Approved**
Public Perception and Presidential Compensation in the California State University (CSU)

Meeting was adjourned by Postma at 4:58 PM, Thursday November 3

Meeting was called to order by Postma at 9:07 AM, Friday November 4

- 9.6** **AS-3044-11/FGA – First Reading Waiver Requested, Approved Unanimously.**
Resolution passed without dissent
California State University (CSU) Board of Trustees Proposed Support Budget for 2012-2013

- 9.7** **AS -3045-11/Goldwhite – First Reading**
Distribution Lists as Part of Senate Resolutions

- 9.8** **AS-3046-11/AA – First Reading – Withdrawn**
Recognizing Continuing Integration of Sustainability into California State University (CSU) Academic Endeavors

- 9.9** **AS-3047-11/APEP – First Reading – Withdrawn**
Educational Program Advisory Processes

- 9.10** **AS-3048-11/AA - First Reading – Withdrawn**
Foreign Travel Insurance Program

- 9.11** **AS-3049-11/Exec First Reading – Withdrawn**
The Role of Faculty in the California State University Online Initiative

M-S-P The Senate moved to a Committee of the Whole

M-S-P The Senate returned to Regular Session

- 9.12** **AS-3050-11/Exec First Reading Waiver Requested, Approved Unanimously** *The Faculty Role and Campus Participation in the California State University (CSU) Online Initiative*

- 9.13** **AS-3051-11/FA First Reading**
Early Faculty Involvement in California State University (CSU) Initiatives – Referred to Faculty Affairs