

ANNOTATED AGENDA
EXECUTIVE COMMITTEE OF THE FACULTY SENATE
25 SEPTEMBER 2018, 4-5 P.M.

Meeting called by Jenni Halpin, Vice Chair of the Faculty Senate

Executive Committee Members: Andrea Moore, Corresponding Secretary; Kisha Cunningham, Recording Secretary; Susanne Toney, Logistics Officer; Andrew Mudrinich, Parliamentarian

Nonvoting Member: Chairperson of Faculty Affairs Committee (see *Handbook* 1.8.2.1) (office currently vacant)

I. Housekeeping

- A. Call to Order
- B. Approval of Agenda
- C. Approval of Minutes for Previous Meeting (28 August 2018)

II. Reports from Officers

- A. Logistics Officer
- B. Parliamentarian
- C. Recording Secretary
- D. Corresponding Secretary
- E. Vice Chair

III. Unfinished Business and General Orders

- A. Roster of Senators
 - i. CLASS and COST under-represented (See Bylaws II.2.D)
- B. Website Updates
- C. Setting the Agenda for Next Week's Senate Meeting
 - i. Committee on Committees; NPCC; International Students, Programs, and Services

IV. New Business

- A. Filling Faculty Secretary Role

V. Adjournment

References:

From the 2014 *Faculty Handbook*:

1.8.2.1 Executive Committee

The Executive Committee is the elected leadership of the Faculty Senate and the channel of communication between the Senate and the University administration. It consists of the Vice Chairperson, Recording Secretary, Corresponding Secretary, Parliamentarian, and Logistics Officer. Chairperson of Faculty Affairs Committee is non-voting member of Executive Committee. The Vice Chairperson is the presiding officer. He/she is responsible for meeting regularly with the President; planning and directing the work of the Senate; preparing and distributing meeting agendas through its Corresponding Secretary; requesting and receiving reports from its committees, and establishing *ad hoc* committees.

[cont. on reverse]

The term of office is one year. Elections are held at the final, regularly scheduled meeting of the spring semester. Officers shall be sworn and take office at the first, regularly scheduled meeting in the fall semester. For further descriptions of its duties, composition and functions, see the Bylaws (Appendix, Section 7.1).

1.7.1.2 Faculty Secretary

In the spring semester, the faculty shall elect one tenured member holding one of the senior ranks to serve as faculty secretary. The term of office shall be two years; the secretary is eligible to be re-elected.

The faculty secretary shall:

1. Take minutes at university faculty meetings;
2. Present minutes for faculty approval;
3. Send a copy of approved minutes to the Chancellor's office no later than three days after approval;
4. Chair the committee to revise the *Handbook*; and
5. Transfer all secure materials pertaining to faculty grievance proceedings to the office of the Internal Auditor.

Logistical support for the faculty secretary will come from the office of the Vice President for Academic Affairs.

Bylaws II.2.D

Minimally, the elected membership shall consist of one-fourth of the total number in the University faculty. The number of senators from each academic department, program or discipline in respect to the total number of elected regular members of the Senate shall be consistent with the ratio of the number of full-time faculty employed in the academic department, program or discipline to the total number of full-time faculty employed in the University faculty.

From the Minutes to the International Students' Committee (19 September)

- The University System determines waivers. We have an allowance of waivers of 2% of the total student enrollment.
- We have less than 90 total waivers to be distributed among athletes, international students, and out-of-state honors students.
- We have lost international students from the previous year. This hurts the ESL program. Our ESL students usually continue at Savannah State.
- The USG initiated the border waiver program so that counties around Savannah were given tuition waivers. The numbers were expanded for border states such as Florida, Alabama, and the Carolinas. Waivers should be able to be expanded for international students as well as those of border states.
- Perhaps the number of overall waivers can be increased by USG to 4%.
- Historically, the athletic department uses waivers so that they don't have to spend their scholarship dollars.
- The committee would like to request the Senate to have a policy review of waivers at the system level.

AGENDA
EXECUTIVE COMMITTEE OF THE FACULTY SENATE
30 OCTOBER 2018, 4-5 P.M.

Meeting called by Jenni Halpin, Vice Chair of the Faculty Senate

Executive Committee Members: Andrea Moore, Corresponding Secretary; Kisha Aites, Recording Secretary;
Susanne Toney, Logistics Officer; Andrew Mudrinich, Parliamentarian

Nonvoting Member: Chairperson of Faculty Affairs Committee (see *Handbook* 1.8.2.1) (Dr. Lisa Yount and
Professor Teresa-Michelle Walker are co-chairs)

I. Housekeeping

- A. Call to Order
- B. Approval of Agenda
- C. Approval of Minutes for Previous Meeting (25 September 2018)

II. Reports from Officers

- A. Logistics Officer
- B. Parliamentarian
- C. Recording Secretary
- D. Corresponding Secretary
- E. Vice Chair

III. Unfinished Business and General Orders

- A. Setting the Agenda for Next Week's Senate Meeting
 - i. Committee on Committees
 - Program Closure Committee

IV. New Business

V. Adjournment

AGENDA
EXECUTIVE COMMITTEE OF THE FACULTY SENATE
8 JANUARY 2019, 4-5 P.M.

Meeting called by **Jenni Halpin**, Vice Chair of the Faculty Senate

Executive Committee Members: Andrea Moore, Corresponding Secretary (excused, present by phone for the conclusion of the meeting); Kisha Aites, Recording Secretary (excused); **Susanne Toney**, Logistics Officer; **Andrew Mudrinich**, Parliamentarian

Nonvoting Member: Chairperson of Faculty Affairs Committee (see *Handbook* 1.8.2.1) (Dr. Lisa Yount [excused] and Professor **Teresa-Michelle Walker** are co-chairs)

Dr. **Michael Laney** (Provost, VPAA) was also present.

I. Housekeeping

- A. Call to Order
- B. Approval of Agenda
- C. Approval of Minutes for Previous Meeting (11/13/18, if provided by Dr. Aites) postponed, as they have not been provided

II. Reports from Officers

- A. Logistics Officer: Torian Auditorium has been reserved for the remainder of this academic year's Senate meetings; trying to work through the grievance procedures (as Board of Review Chair) is revealing some changes to recommend to the handbook, which will be proposed to the Handbook Committee after the whole process has been followed through
- B. Parliamentarian: has estimated that our institutional financial wellbeing requires approximately 3800 students to be enrolled, with a majority of these occupying university housing
- C. Corresponding Secretary: Dr. Plothe has requested time on the agenda for a discussion of international student ratios
- D. Vice Chair: ad hoc committee on D&F rates has convened and begun to work; the ad hoc committee on program deactivations has also convened and begun to work and would like to be on the agenda to discuss their progress; the SAR completed its work and sent in a report to the President's team by mid-December; attorney Devine has e-mailed Drs. Toney and Bongang to arrange a briefing regarding the SSU Board of Review Grievance hearing process for faculty and classified employees, (with urgency as a request has been made for a hearing); Dr. Davis has been asked to report to the Senate that the Handbook committee is working and expects to disseminate the proposed revisions by 22 January for review in advance of a vote at the 5 February Senate meeting

III. Unfinished Business and General Orders

- A. Setting the Agenda for Next Week's Senate Meeting: committee reports (Handbook, Program Deactivation, and International Students) and the President's report

IV. New Business

Most of the meeting was spent in conversation about the transition process. Dr. Stuart Rayfield has been involved in reductions in force at other USG institutions and heads the transition; we have been in conversations with her weekly for a while (e.g. she was briefed on the SAR report in early December). She has been working with us on the big picture of our budget issues and has been advocating for making the whole of the projected budget cuts now (approximately \$6 million). Dr. Rayfield is going to be leading the transition process. Kimberly Ballard-Washington is currently scheduled to work with us as interim President from July to December; a scheduled medical leave covers much of the time between now and then. She was among those involved in reviewing the non-renewal letters delivered in fall, vetting them for EEO and related issues. There will be staff cuts forthcoming. The Provost was strongly enjoined to be (along with the President) a conduit for fulsome information regarding the transition process.

V. Adjournment

Minutes submitted by Dr. Halpin

AGENDA
EXECUTIVE COMMITTEE OF THE FACULTY SENATE
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Nonvoting Member: Chairperson of Faculty Affairs Committee (see *Handbook* 1.8.2.1) (Dr. Lisa Yount and Professor Teresa-Michelle Walker are co-chairs)

I. Housekeeping

- A. Call to Order
- B. Approval of Agenda
- C. Approval of Minutes for Previous Meetings (11/13/18, if provided by Dr. Aites; 1/8/19, attached)

II. Reports from Officers

- A. Logistics Officer
- B. Parliamentarian
- C. Recording Secretary
 - i. Review of Senate Minutes (from 15 January meeting, as e-mailed by Dr. Aites)
- D. Corresponding Secretary
- E. Vice Chair
 - i. Seems impossible to get Dr. Davis to commit to a schedule; the Handbook Committee is having a conference call tomorrow; what are the timeline expectations of this body? (Note: Senate Meetings 2/5, 4/2, 4/30 [absolute latest day to receive approval from President...and this only works well if she approves the Handbook entirely as voted by the Senate]; General Faculty Meeting 3/26 [as I recall, Dr. Davis' term extends two years from her election at the spring 2018 meeting])
 - ii. DF committee has met and will report next week; notes that all preliminary results are against associating individual faculty members' rates of DF grades with promotion/tenure (and, generally, against weighting such rates as a significant component of evaluating teaching effectiveness)

III. Unfinished Business and General Orders

- A. Setting the Agenda for Next Week's Senate Meeting
 - i. See draft agenda from Dr. Moore
 - ii. Other items?

IV. New Business

V. Adjournment

MINUTES
EXECUTIVE COMMITTEE OF THE FACULTY SENATE
8 JANUARY 2019, 4-5 P.M.

Meeting called by **Jenni Halpin**, Vice Chair of the Faculty Senate

Executive Committee Members: Andrea Moore, Corresponding Secretary (excused, present by phone for the conclusion of the meeting); Kisha Aites, Recording Secretary (excused); **Susanne Toney**, Logistics Officer; **Andrew Mudrinich**, Parliamentarian

Nonvoting Member: Chairperson of Faculty Affairs Committee (see *Handbook* 1.8.2.1) (Dr. Lisa Yount [excused] and Professor **Teresa-Michelle Walker** are co-chairs)

Dr. **Michael Laney** (Provost, VPAA) was also present.

I. Housekeeping

- A. Call to Order
- B. Approval of Agenda
- C. Approval of Minutes for Previous Meeting (11/13/18, if provided by Dr. Aites) postponed, as they have not been provided

II. Reports from Officers

- A. Logistics Officer: Torian Auditorium has been reserved for the remainder of this academic year's Senate meetings; trying to work through the grievance procedures (as Board of Review Chair) is revealing some changes to recommend to the handbook, which will be proposed to the Handbook Committee after the whole process has been followed through
- B. Parliamentarian: has estimated that our institutional financial wellbeing requires approximately 3800 students to be enrolled, with a majority of these occupying university housing
- C. Corresponding Secretary: Dr. Plothe has requested time on the agenda for a discussion of international student ratios
- D. Vice Chair: ad hoc committee on D&F rates has convened and begun to work; the ad hoc committee on program deactivations has also convened and begun to work and would like to be on the agenda to discuss their progress; the SAR completed its work and sent in a report to the President's team by mid-December; attorney Devine has e-mailed Drs. Toney and Bongang to arrange a briefing regarding the SSU Board of Review Grievance hearing process for faculty and classified employees, (with urgency as a request has been made for a hearing); Dr. Davis has been asked to report to the Senate that the Handbook committee is working and expects to disseminate the proposed revisions by 22 January for review in advance of a vote at the 5 February Senate meeting

III. Unfinished Business and General Orders

- A. Setting the Agenda for Next Week's Senate Meeting: committee reports (Handbook, Program Deactivation, and International Students) and the President's report

IV. New Business

Most of the meeting was spent in conversation about the transition process. Dr. Stuart Rayfield has been involved in reductions in force at other USG institutions and heads the transition; we have been in conversations with her weekly for a while (e.g. she was briefed on the SAR report in early December). She has been working with us on the big picture of our budget issues and has been advocating for making the whole of the projected budget cuts now (approximately \$6 million). Dr. Rayfield is going to be leading the transition process. Kimberly Ballard-Washington is currently scheduled to work with us as interim President from July to December; a scheduled medical leave covers much of the time between now and then. She was among those involved in reviewing the non-renewal letters delivered in fall, vetting them for EEO and related issues. There will be staff cuts forthcoming. The Provost was strongly enjoined to be (along with the President) a conduit for fulsome information regarding the transition process.

V. Adjournment

Minutes submitted by Dr. Halpin

AGENDA
EXECUTIVE COMMITTEE OF THE FACULTY SENATE
26 FEBRUARY 2019, 4-5 P.M.

Meeting called by Jenni Halpin, Vice Chair of the Faculty Senate

Voting Executive Committee Members: Andrea Moore, Corresponding Secretary; Kisha Aites, Recording Secretary; Susanne Toney, Logistics Officer; Andrew Mudrinich, Parliamentarian

Nonvoting Member: Chairperson of Faculty Affairs Committee (see *Handbook* 1.8.2.1) (Dr. Lisa Yount and Professor Teresa-Michelle Walker are co-chairs)

I. Housekeeping

- A. Call to Order
- B. Approval of Agenda
- C. Approval of Minutes for Previous Meetings (1/29 as attached)

II. Reports from Officers

- A. Logistics Officer
- B. Parliamentarian
- C. Recording Secretary
 - i. Review of Senate Minutes (from 5 February meeting, as e-mailed by Dr. Aites)
- D. Corresponding Secretary
- E. Vice Chair

III. Unfinished Business and General Orders

- A. Setting the Agenda for Next Week's Senate Meeting
 - i. See draft agenda from Dr. Moore
 - ii. Other items?
- B. Rescheduling executive committee planning meeting prior to 2 April meeting (scheduled for 26 March, it conflicts with General Faculty Meeting; relevant March dates: Senate March 5; meeting with SR March 7; spring break March 16-22; CLASS faculty meeting March 28; remaining TR: T12, R14)
- C. Vice Chair's absence from 2 April meeting
- D. Populating committees for the upcoming academic year
- E. Soliciting committee reports for the current academic year

IV. New Business

V. Adjournment

Draft Summary of: Work for the Committee on Committees:

- Report which of the current committee members are eligible for reelection to Committee on Committees; discern length of term
- Recommend 6 faculty members for NPCC (to be appointed by Senate at 30 April meeting); probably add one to have a rep from SOE; double check term lengths/limits
- Figure out whether/when the Faculty Development Committee members need to be replaced; they're on rec. of C on C
- Recommend 4 members for Student Affairs Committee (unless it's 2 out of 2-year staggered terms); elected on rec of C on C at 30 April meeting

Draft Summary of: Work for other parts of the Senate under the current term:

- Administrative Committee on Budget has two representatives (Toney and Rivera); one should be rotating off; unclear when election should happen
- Elected members of executive committee (Parliamentarian and Logistics Officers are coming up in term limits; other three officers could stand for reelection); elected by Senate at 30 April meeting.
- Five members of the Committee on Committees (upon rec. of Exec); maximum of 2 consecutive terms per member; appointed by Senate at 30 April meeting
- Solicit written report from Faculty Affairs Committee, Faculty Development Committee, International Students Committee, Library Committee, Student Affairs committee
- Task deans with holding elections for the Faculty Affairs Committee's members whose terms (2-years, staggered cycle) will begin in August

Draft Summary of: Work for other parts of the Senate after this term:

- Faculty Secretary elected to 2-year term (Davis was elected spring 2018); usually conducted at GFM but venue not specified in Handbook
- Work with next year's C on C to populate committees as needed, to update handbook for consistency, etc. (September meeting: Handbook; October meeting: Calendar)

Minutes to 1/29 Meeting, by Dr. Aites

I. Housekeeping

- A. Call to Order at 4:12pm by Dr. Jenni Halpin
- B. Approval of Agenda-Approved with change of misprint of the date
- C. Approval of Minutes for Previous Meeting (8 January 2019)

II. Reports from Officers

- A. Logistics Officer: confirmation that Torian Auditorium has been secured for the remainder of the academic year's Senate meetings.
- B. Parliamentarian: Absent, no report
- C. Recording Secretary: Absent at time of report
- D. Corresponding Secretary: No report
- E. Vice Chair: concern was voiced about the timeliness of getting the handbook disseminated to the faculty in time for the Senate to approve.
 - a. "Seems impossible to get Dr. Davis to commit to a schedule; the Handbook Committee is having a conference call tomorrow; what are the timeline expectations of the body? {Note: Senate Meetings: 2/5, 3/5, 4/2, 4/30 [absolute latest day to receive approval from President...and this only works well if she approves the Handbook entirely as voted by the Senate]; General Faculty Meeting 3/26 [as I recall, Dr. Davis' term extends two years from her election at the spring 2018 meeting]}
 - i. President Dozier is in agreement with Dr. Halpin for the need to vote on the Handbook at the 3/5 Faculty Senate meeting. Consideration should be given of the delay due to Dr. Davis' workload. Suggestion to remind Dr. Davis of the February 1st deadline that was discussed at the 15 January 2019 meeting. Discussion to disseminate the BOR mandate changes to faculty asap. Dr. Dozier will notify Dr. Halpin via email or phone approval before the Handbook meeting on 30 January 2019 at 11am.
 - b. Dr. Halpin will be presenting this report in the next Faculty Senate meeting that, "DF committee has met and will report next week; notes that all preliminary results are against associating individual faculty members' rates of DF grades with promotion/ tenure (and, generally, against weighting such rates as a significant component of evaluating teaching effectiveness)"

III. Unfinished Business and General Orders

- A. Setting the Agenda for Next Week's Senate Meeting
 - a. Committee on Committees
 - i. Program Closure Committee

IV. New Business

- A. President Dozier's Report
 - There will be a SAR report given at the 5 February 2019 Faculty Senate meeting after reporting to the Executive Leadership. The reports will be given by the sub-committee chairs: Nancy Riggs, Dr. Sametria McFall, and Dr. Karla Sue Marriott. A campus wide presentation will be given a week after.
 - Transition Team led by Dr. Stuart Rayfield will visit next week and again in March and April. A meeting was set for Dr. Stuart Rayfield to meet with the Faculty Senate Executive Committee. Rayfield also has intentions of meeting with the staff council and SGA. Counterparts are being sent from the system office to assist with a number of areas during the transition (facilities, housing, business and finance, campus safety, academic affairs, etc). Interim President will attend meetings with donors upon arrival to maintain relationships.
 - There is a need to offer affordable cost housing since Bostick Hall and Bowen Smith will need to be demolished eventually.
 - The University is moving forward before the end of the month with the staff reductions due to budget cuts. Dr. Dozier and supervisors will not be informed in all instances to maintain privacy and opportunities.
 - Faculty submission was sent to the committee to discuss the Governor's increase to K to 12 teachers but not higher education. Dr. Dozier will report on merit increases possibility (based on if the individual institution has funding)
 - Dr. Dozier will be advocating for SSU at capital. Registrar Kathleen Platt reported on the need to reach out to stop outs (students who have discontinued their studies at SSU) to see if online or interdisciplinary studies accommodations can be made.
- B. Academic Affairs
 - Discussion on the clarification of the cutting of FYE. Restructuring will include a 2/3 institutional focus and a 1/3 college focus. Clarity was given that the 1/3 focus should be college implemented and not discipline specific.
 - Discussion on how the reporting of Non-attendance reporting works on campus and what can be done to ensure that Savannah State University is not held financially responsible for students not attending and/or missing 80% of the course after accepting financial aid. Academic affairs will investigate.
 - Best practice for professors who are allowing students to attend class while scholarship issues are worked out is to inquire with the student about who they are working with to address the situation.

V. Adjournment: 6:05pm

AGENDA
EXECUTIVE COMMITTEE OF THE FACULTY SENATE
27 MARCH 2019, 4-5 P.M.

Meeting called by Jenni Halpin, Vice Chair of the Faculty Senate

Voting Executive Committee Members: Andrea Moore, Corresponding Secretary; Kisha Aites, Recording Secretary; Susanne Toney, Logistics Officer; Andrew Mudrinich, Parliamentarian

Nonvoting Member: Chairperson of Faculty Affairs Committee (see *Handbook* 1.8.2.1) (Dr. Lisa Yount and Professor Teresa-Michelle Walker are co-chairs)

I. Housekeeping

- A. Call to Order
- B. Approval of Agenda
- C. Approval of Minutes for Previous Meetings (2/26 as attached)

II. Reports from Officers

- A. Logistics Officer
- B. Parliamentarian
- C. Recording Secretary
 - i. Review of Senate Minutes (from 5 March meeting, if provided)
- D. Corresponding Secretary
- E. Vice Chair

III. Unfinished Business and General Orders

- A. Handbook (Senate vote was to distribute yesterday and vote 16 April)
- B. Setting the Agenda for Next Week's Senate Meeting (NB: Halpin absent)
 - i. See draft agenda from Dr. Moore
 - ii. Other items?
- C. Populating committees for the upcoming academic year
 - i. Chair of Committee on Committees has been asked to report to Executive (1) which of its members need to be reelected and/or replaced, (2) its recommendation of 6-7 faculty members (representing the colleges) to NPCC, (3) which of the Faculty Development Committee's members need to be replaced/reelected next year; (4) its recommendation of faculty members to serve on the Student Affairs Committee.
 - ii. The Executive Committee needs to nominate members to the Committee on Committees (each current member can serve a maximum of two consecutive terms)
 - iii. The Deans should be asked to have elections for Faculty Affairs (2 members per college should be elected each year to new 2-year terms, which start in August)
 - iv. The Senate needs to vote at the 30 April meeting about (1) Committee on Committees (members nominated by Executive); (2) NPCC (members nominated by C on C); (3) Student Affairs Committee (members nominated by C on C); (4) Dr. Toney's successor on the Administrative Budget Committee (Dr. Rivera's term continues a further year); and (5) the Senate's elected officers (Parliamentarian and Logistics Officer are term limited)
- D. Soliciting committee reports for the current academic year
 - i. Faculty Affairs Committee, Faculty Development Committee, International Students Committee, Library Committee, and Student Affairs committee have been contacted to request they report at either the 2 April or the 30 April meeting

IV. New Business

V. Adjournment

4 p.m.

Drs. Halpin and Toney were present for the full meeting. Prof. Mudrinich attended for a few minutes at the start of the meeting. Drs. Laney and Moore were present for the second half of the meeting. Drs. Dozier, Aites, and Yount and Professor Walker sent regrets.

Actions & Information:

- The agenda for the committee meeting was approved, as were the minutes from the previous (29 January) meeting
- Professor Mudrinich revised his assessment of the population of the Senate Executive Committee; the current *Faculty Handbook* specifies that it includes the Vice Chair, Corresponding Secretary, Recording Secretary, Logistics Officer, Parliamentarian, and the Chair of the Faculty Affairs Committee.
- To complete the minutes for the previous Senate meeting, the Recording Secretary requires the slideshow presentation regarding the SAR report, to be provided by the Provost
- Because the Vice-Chair will be absent from the 2 April Senate meeting, the Recording Secretary will lead the meeting (per the *Handbook*); because it is exceedingly awkward to lead and record a meeting, the Corresponding Secretary will take minutes for that meeting
- Because the next planned meeting of the Senate Executive Committee conflicts with the General Faculty Meeting, the Senate Executive Committee meeting will be rescheduled to **4 p.m. on Wednesday, March 27**, pending agreement from absent members of the committee
- Dr. Halpin will meet with Dr. Elmore (head of the Committee on Committees) to begin the work of wrapping up this year's Senate committees and starting up committees for next year
 - The Administrative committee on the Budget has two members, one of whom is rotating off (staggered two year terms); we decided to hold the election for her replacement at the 30 April meeting, so as to establish a person in place who would be ready to start at the beginning of the academic year
 - Dr. Halpin will contact the current committees to request their reports, to be sent in writing to the Senate and presented in summary in either of the April meetings
- Drs. Moore and Toney will review the current Senate rosters with an eye to determining committee members' term ends
- Agenda items proposed by the faculty for inclusion in the upcoming Senate agenda were discussed:
 - COBA request for four-day class schedules was referred to the college to be brought up through the Deans' Council
 - Request for clarification regarding changes to advising was deferred as the Provost has tasked a group with devising an appropriate description/plan
 - COBA request for update on availability of and policy for disbursement of university-level faculty development funds was assigned to the Provost for his report
 - Request for the SAR report to be made available to the faculty was referred to the Provost
 - Request for an update on the status of this year's P&T applications was referred to the President (to include an announcement of the real expected date by which notifications will be received by applicants)
- The proposed revisions to the *Faculty Handbook* have been shared with the faculty. Voting will be added to Dr. Moore's draft agenda for the Senate meeting under section five, General Orders.

Minutes submitted collectively by Drs. Halpin, Toney, and Moore.