
FACULTY SENATE MEETING # 539

August 29, 2013

12:45 P.M. in SC 107

Present: *Wai Mok, Fan Tseng, Chris Allport, Charles Hickman, Dan Sherman, Pavica Sheldon, Derrick Smith, Joe Taylor, Linda Maier, Christine Sears, Nick Jones, Andree Reeves, Bhavani Sitaraman, Mitch Berbrier, Ramon Cerro, James Swain, Kader Frendi, James, Blackmon, Jeff Evans, Ellise Adams, Kristen Herrin, Anna Benton, Marlana Primeau, Peggy Hays, Phillip Bitzer, Luciano Matzkin, Debra Moriarity, Tim Newman, Craig, Cowan, Leonard Choup, Richard Miller, Jakobus le Roux, Nikolai Pogorelov*

Absent with proxy: *Angela Balla, Deborah Heikes, Eric Seemann*

Absent without proxy: *Keith Jones, Carolyn Sanders, Junpeng Guo, Carmen Scholz, James Baird*

Guests: *Robert Altenkirch, Brent Wren, Ray Vaughn*

- Senate Meeting Number 539 was **called to order** at 12:45 p.m. by Dr. Mitch Berbrier, Faculty Senate President.
- Dr. Mitch Berbrier **opens with a welcome to 2013-2014 of the Faculty Senate**. Thanks all outgoing senators, particularly Dr. Richard Miller. **Awards Dr. Rich Miller with a plaque for past presidency** and his hard work and integrity. **Welcomed new faculty senators**. Stated that for the first time ever the **Faculty Senate has a staff assistant. He introduced Kala Burson** and stated she will work with the website first by getting it up to date, and on other various tasks. She will get the historical information archived and digitized. Kala does not know everyone and will be learning names; therefore the senators must say their name when they speak so that she can get it recorded. If anyone has any information to be researched, Kala can help with that as well.
- Dr. Mitch Berbrier asks for a **motion to suspend the rules** for President Altenkirch to come forward and give presentation. Dr. Tim Newman makes a motion. Dr. Derrick Smith seconds motion to suspend the rules.
- **President Robert Altenkirch** speaks about parking decals and tickets. States **we have a kinder and gentler parking supervision**. Visitors shouldn't get ticketed if they are legally parked. If they do, send to Ray Pinner, Mike Finnegan, or the police force. Dr. Debra Moriarity offers information that visitor parking decals are available. President Altenkirch acknowledges and states it is probably safer to do this. He asked how many in the room had bought hockey tickets and says Tim Newman will probably be after you to buy tickets.

- **President Altenkirch explains the Agenda:** Board Meeting, some information on the Budget, Enrollment, Provost Search (Chair of Provost search committee and Vice President for Research, Ray Vaughn, is present at the meeting), implementation of Retirement Option Plan, promotion Ladder for Lecturers. President Altenkirch **presents PowerPoint**

Agenda:

Board of Trustees Meeting

- **Property acquisitions-** two property acquisitions, one sale. Buying one property on Austin, street that runs behind baseball and softball area that dead ends into the campus. Previously bought a number of houses on that street which are rented to faculty and staff. Don't actively go seek the houses, if/when the houses go up for sale, the owners usually approach UAH and together they negotiate a price and buy it. Buying one house on Holmes Ave. towards downtown beside the Trinity church and tearing down. Selling a house inherited from an estate, the Durkee Trust.
- **Rise School ground lease-** Preschool for children 18 months to 6 yrs. Mix of developmentally challenged kids and kids who are not developmentally challenged (1:1 match). Developmentally challenged kids, by being in that environment become mainstream, one day go to schools, such as Huntsville school district, and are not developmentally challenged special needs kids, they are mainstream, which reduces cost of schools in practical sense. That school is linked up with UAH Department of Education and College of Nursing. Mirrors the Rise School in Tuscaloosa which was a gift from Gene Stallings. Opened in Huntsville in January 2013 in a church, but the church vacated the school for space. No space available at UAH due to some restrictions. So UAH put in 3 temporary classrooms behind Olin B Tech Hall. These available rooms opened Aug 19th, 2013. Rise School pays for all of the expenses- lease, utilities, etc. UAH provides the grounds and interaction with education faculty and students with nursing. UAH leases ground for \$1.00/year.
- **Establishment of Department of Space Science** housed in the NSSTC building.
- **Establishment of Honors College** - should be a good recruiting tool.
- **FY14 Budget** - Budgets posted in a budget book. Six budget-books online; most recent is 12-13. After September meeting, 13-14 will be posted.
 - Highlights:
 - 2.5% Merit Salary Increase Pool (slideshow says 3.5%-typing error).
 - 0.6% Salary Equity Adjustment Pool.
 - 3.1% has been distributed.
 - Effective October 2, 2013 and letters go out at the end of September informing what the increases were. Letter will be split- Statement regarding salary in 2013-2014 fiscal year, which includes an equity adjustment, if applicable. If equity adjustment statement on letter is not there - does not apply to you. Equity adjustments are for internal equity issues, structural issues (hierarchy of positions, across units), and market issues (external market for faculty and staff).
 - Budget very conservatively; under-budget the revenue and budget expenditures conservatively. At end of fiscal year when the difference is taken, actual revenue and actual expenditure leaves a chunk of money (around \$5 million) leftover (good thing) which goes into a reserve and goes into maintenance and capital projects. For the past 20 years, this budget style has generated an operating reserve of over \$160.5 million, which is good and bad. Good point of view - pretty good fiscal shape. Bad Point of View- someone is watching this money, could be the legislature who is allocating the money. Trying to bring budgeting and actuals closer together, which over time slowly decreases the money going into the reserve. E.g., fiscal year 13 is going to be 92% of fiscal year 12. Fiscal year 14 is going to be

87% ("Budget change in Net Assets" data on PowerPoint). Means 13-14 budgets will have some jumps in revenue projections and jumps in expenditure compared to the 12-13 budget.

- ❖ Dr. Tim Newman asks if we plan to use money as seed money to jump start recycling of faculty positions. President Altenkirch responds "yes, when appropriate to do so"; will talk about that later. Those are one time expenditures which are okay because the fund will get replenished, just not as fast. Has been the topic of board discussions the last 2-4 meetings.
 - ❖ Dr. Wai Mok asks if we need to return money to system. President Altenkirch replies, No, the money stays here. Each campus has a reserve.
 - ❖ Dr. Andree Reeves: Is this the same as the fund balance? President Altenkirch: Yes. \$160 million is accumulation of all funds across campus in any reserve account. Allocation is not relevant because it is internal decision. Distributed all across campus, though.
 - ❖ Dr. Ramon Cerro: Why don't rather than diminishing amount every year, we limit the amount we spend every year so it stays the same. President Altenkirch: That is a strategy, but because of capital projects, maintenance projects, etc. the end result stays the same due to the net.
 - ❖ Dr. Ramon Cerro: In a meeting of the chairs of the southeast, typical Georgia Tech package started at \$1 million (start-up package). UAH package is \$100,000. States we are not able to compete with places like Georgia Tech. President Altenkirch: No disagreement, but need to have certain amount of days of operations available in case something happens. Also used as a float pool, money incoming and outgoing so state doesn't give money when need it. When you look at budgets you will see the increase/decrease.
- **Enrollment Management** - The Freshmen enrollment is up over 5%, good thing, New transfers are approx. flat (slide shows over 1%). Master's degrees are down 6.3%, don't know the reason. Doctorate degrees are flat (slide shows over 1%). Continuing students is a problem. Total enrollment is down 3.6% from last year because continuing students go down. From a little before 2006 to 2009, pretty big freshmen classes. Fall of 2010, bottom fell out of enrollment due to incident on campus that didn't generate positive publicity. We are just beginning to climb out of it. Larger classes graduating, small incoming classes, net result is continuing students are not what they used to be. Big drop is 2006 to 2013. Bulk of drop is in one year.
 - ❖ Dr. Ramon Cerro asks if this is a coincident with housing policy. President Altenkirch responds in the negative. Then explains the housing policy: prior to 2010 - live within 30 miles radius didn't have to live on campus. Policy put in saying everyone had to live on campus. Some people became upset, waiver system put in place. Average of 700 requests per year. Prior to 2010, capturing to live on campus 25% of students who lived within 30 miles. When mandatory policy and waiver put in place - dropped to 17% so got rid of it. Instead, put policy in place if you lived within 30 miles, could start semester and after 6 weeks trial must decide what to do- commute or stay. Fall 2012, captured 75-80% of students in 6 week trial, this year has more numbers so will capture 75-80% this year to grow on campus population.
 - ❖ Senator from the floor adds that UAH also tried to make it mandatory for sophomores to live on campus. Parents were concerned even after waivers were put through. So it did have some affect. President Altenkirch responded it had some affect, but major affect was the incident on campus. So housing isn't an issue right now. Housing policy isn't unusual. If live within 30 miles, students can do what they want.
 - ❖ Dr. Ramon Cerro states that there is no issue now, but it might have caused the

withdrawal.

Working to grow enrollment is part of planning effort with a set of tactics which is all published on the web. 250 people involved in developing tactics. Recommendations came in, a task force reviewed them and set priorities. Priorities are published. Then implement the priorities, a long-haul effort. For example, Enrollment Management Committee started in the Spring, developed recruiting methods. Pitched a method this morning to counselors from high schools. Method was studying finances of attending UAH. Average student at UAH has ACT of 25.6, 3.5 GPA out of high school, gets 40% tuition discount. If the student graduates in 4 years at discount rate, \$23,000 is the cost of tuition. According to finance website, annualized return on investment with UAH degree is 8.4%.

❖ Dr. Richard Miller asked if the return on investment is the largest in Alabama. President Altenkirch responded that he doesn't know. As far as return on investment - throughout the Central South (Texas to Georgia and Carolinas), UAH is number 4. Good investment. Spent time developing new strategy on tuition scholarships, new strategy on pitch, etc. Develop programs and activities with US Space and Rocket Center. Display there is being finished: 4 TVs, 2 have video about aerospace engineering and space, etc., other 2 have closed captioning for parents.

Revise general education requirements. UAH GER is complicated; Dr. Wren talked about this at the Executive Committee Meeting. Moving from one college to another or transferring is complicated and it's frustrating. For example, student's father contacted President Altenkirch; his daughter is transferring from Tuscaloosa to UAH. At Tuscaloosa she got AP credit for 12 hours, UAH took away those 12 hours because the scores are different. 12 hours at UAH tuition rate is a lot of money to some people. Need to make this simpler.

Expanding existing Alliance for Minority Participation - being worked on now by Dr. Jack Fix and Dr. Emmanuel Waddell. Coming up with overall plan on how programs should be organized and the strategy. Bunch of people have responsibilities for working on tactics. 70% are in motion now, rest will be throughout the year.

❖ Dr. Kader Frendi asks if UAH participates in any direct mailing or emailing to high schools. President Altenkirch: Yes. **Brought in a consulting firm who worked for Clemson, Huron Consulting Group.** They will help to understand what the competition does and make sure we are not behind the curve versus the competition. They will look at processes and make sure UAH is moving prospective students from biggest part of funnel down to bottom so they come to UAH. Right now only communicate with students who are entering junior and senior year. Now we are accumulating contacts lists from freshmen to senior year.

View-book on webpage. Doing a lot more marketing via web. **Website is being redesigned by a company out of Boston, iFactory,** who is very good. 17% of hits on webpage come from mobile device which is significantly higher than others. Average is 13%. UAH has 132,000 webpages, only 600 have been viewed more than 100 times. No need for that many webpages. iFactory is developing a new structure for website, then will work on artistic design. Next fall should employ a new template. Designing in chunks. Mobile site is same as general site, just rearranged. No separate mobile site.

Wes Colley did an **analysis of UAH's scholarship matrix** over the summer and figured where we get the most return. Need a tuition scholarship strategy for out of state students. Best return for investment is 3.5 GPA and 25-29 ACT. Out of state students saw more improvement, so need to recruit more out of state students.

- **Provost Search-** President Altenkirch asks Ray Vaughn if he wants to say anything about it. Ray Vaughn states that the Provost search is going well. Search company called Greenwood Asher is helping.

He can't identify candidates, but several are interested in position. Some are set provosts, some are associate provosts, two are from state of Alabama. UAH is on a very fast track and hoping to have on-campus interviews before end of semester. Hopefully by beginning of new semester, should have new provost in place.

- President Altenkirch continues with **VROP Implementation**

- Three retirement dates: June 13 - 10 individuals; Jan 14 - 1 individual; Jun 14 - 21 individuals. Total number of participants is 32 equaling \$3,738,555. Replacement Strategy is for two purposes - 1) employ faculty to teach curriculum, 2) deploy resources into strategic leadership areas. Presents graph. In June, paid first of three payments, to all 10 people. No money in retirement pool, so pool is negative, had to pull money from other account. October - those people are retired and if don't replace them, we have their salary in the pool. If positions aren't filled, the pool drops in June, but rises in October.
- ❖ Dr. Mitch Berbrier: This is assuming there's no more hiring. President Altenkirch: Yes. This is the case if nothing happens. But something has happened: made 2 hires essentially for curriculum delivery purposes. Those 2 hires deplete the pool, they began in October. As more people are hired, the pool will fall. Big chunk comes in 2014.
- ❖ Dr. Mitch Berbrier: (Asks to go back to previous slide.) Reminds President Altenkirch that last year when this was introduced, as part of that discussion, the president said that the smallest departments, where one faculty member might be 20% of the entire faculty, won't be harmed. President Altenkirch: I put that in there.
- ❖ Dr. Mitch Berbrier: So that's still the case? President Altenkirch: Correct. If we are going to have a department, we've got to have enough faculty to have a department. So that's part of delivering that curriculum. Keeping track of this carefully. Starts out negative, and with 2 people, next June it will be slightly negative again. That's okay. We can use some of the \$160 million to hire people. If proposals to hire people drive this pool negative, we replenish the pool with funds from reserve pool.
- ❖ Dr. Ramon Cerro: Engineering has an ABET visit in fall 2015, I wonder if the impact of losing the entire faculty, not sure how many of them will be engineers, but what will be the impact? We won't have any hope of replacing them, at least having them before we put together the self-study package, which you asked be delivered at beginning of 2015. President Altenkirch: Let's not jump to that conclusion yet. We've already replaced two, those were based on requests that came from curriculum delivery reviews. Those requests need to come through. If you're in a department where you believe retirements will generate curriculum delivery issues, and then go up the chain, to the department chair, then the dean and to the provost with an argument. Doesn't mean argument will be accepted, but that's the strategy. First step: assess if there are any issues with number of faculty. Deans have already prepared preliminary plans based on proposals received last spring, in five leadership areas. Reviewing those now. Leaders of leadership areas come together to finish. Sometime in September- should have preliminary hiring plan over top. Should stretch until 2016-2017. Have 3 years of payments to make for someone retiring in 2014. Departmental and college requests need to start flowing.
- ❖ Dr. Mitch Berbrier: Other question is regarding timeline for approving hires given that some disciplines have specific hiring calendars. How long are we going to wait? Asked how that will be taken into account. President Altenkirch: We don't have a whole lot of control over when these are released. We have money built up and need to go through the process. Whatever happens, there will be some positions released in September and

- we will have to work in the timing.
- ❖ Dr. Mitch Berbrier: So there will be positions released in September? President Altenkirch: Yes.
 - **Lecturer Ladder** - The issue came up about a promotion ladder for lecturers. Might have been in conjunction with the library. Personally, I think it's a good idea because it gives people incentive to perform. Need a proposal for consideration. President can either develop and Faculty Senate consider, or Faculty Senate develop and President consider. Wants to see 3 rungs, parallels the tenure track or clinical track. Reasonable framework of 2 promotions.
 - ❖ Dr. Richard Miller confirmed this was raised in relation by the library as part of the library concerns for the ranks in the library and the inability for advancement. Concern that many departments' lecturers are transient, as opposed to other departments. President Altenkirch: If transient, probably won't move up the ladder, but that's okay. President in favor of coming up with a ladder with 3 rungs. Faculty Senate develops a proposal or President will. Dr. Mitch Berbrier acknowledges.
 - ❖ Dr. Wai Mok: Concerning the retirement plan: will that be a one-time thing or will it come back again? President Altenkirch: Strategy on retirement plans is you don't do them frequently. You don't disclose when they will be done. Strategy is this is your opportunity. When is it coming again? Don't know, may never come. If you keep doing it, then it becomes an expected benefit. That isn't the case.
 - President Altenkirch thanked everyone. **Dr. Brent Wren asked Dr. Mitch Berbrier for names on GER Revision committee.** Dr. Mitch Berbrier said working on it.
 - Dr. Mitch Berbrier: Asks for **motion to approve minutes** from July's meeting. Dr. Kader Frendi: Motion. Dr. Debra Moriarity seconds the motion. Dr. Tim Newman: **Motion to revise them.** Regarding the 64 hour rule - make certain it is clear this is the President's response to the senate's resolution to the 64 hour rule. Makes a motion to amend minutes to correct. Dr. Kader Frendi seconds the motion. Dr. Mitch Berbrier: Discussion? **Motion is approved.**
 - Dr. Tim Newman: **Second motion to amend** the July minutes - concern about viability of splitting the Physics Department. Concern was expressed from senate floor and needs to be reflected in the minutes. Faculty Senate should be on record in the minutes that viability concern about split was expressed from the faculty senate, not someone else like someone in the community. Dr. Mitch Berbrier: To amend wording to reflect the concern was from senate floor? Dr. Tim Newman: Yes, that the concern was expressed from the senate. Dr. Mitch Berbrier: Anyone want to second that motion? Dr. Kader Frendi seconds the motion. Dr. Mitch Berbrier: Discussion? Concerns? **Motion will pass.**
 - Dr. Bhavani Sitaraman: Not present at July meeting, so need to change to absent with proxy. Dr. Mitch Berbrier: Will change that, it's an easy one to fix.
 - Dr. Mitch Berbrier: Let's vote. Everyone ready to accept minutes? No oppositions. Ayes carried the vote to approve the minutes.
 - Dr. Mitch Berbrier: guest presenter – Dr. Ray Vaughn. New Vice President for research.
 - **Dr. Ray Vaughn:** Apologizes for taking time. Spent many years at Mississippi State on Faculty Senate. Offers great respect for senate positions. Appreciates the time to speak. Today marks 3 months he has been stationed here. He's listened to a lot of people and taking their comments into consideration. Initiated cross-college research program, received 21 applications. He offered \$5,000 if worked with colleagues at another college. He funded 21 out of 21. Will renew some of those that show

promise and actually write proposals. He likes to promote interdisciplinary research. At Mississippi State he invested \$80,000 the first year and generated over \$2 million in research funding. Thinks to achieve similar result here because UAH has harder working faculty than at Mississippi State. Announcing soon a new faculty research program. Defining faculty as first 3 years on station. Solicit proposals for \$10,000 seed grants to show promise in research in order to receive government grants in the future. Putting \$120,000 in seed program, giving out at least 12 seed grants. Announcing individual investigator research program for seasoned faculty with good ideas. Grants are \$50,000 each, \$350,000 going into that program. Research infrastructure program that will solicit proposals to buy equipment. Grants will be up to \$150,000 each, investing half a million dollars into that. Toying with idea, if you have feedback let him know, of connecting with companies in Huntsville since UAH is sitting in the middle of a research park. Graduate student fellowship funding, where professor would have graduate student doing research in one of the companies in Huntsville, all disciplines. Graduate student would make connection with company and might lead to a job and lead to better relationship between UAH and that particular company. Funding for a year to get graduate student started. No decision made yet because it's a new idea. Asks for faculty senate's thoughts on investment for this.

Invested in a review of office of sponsored programs and the accounting operation (Ray Tanner's operation that does invoicing, etc.) at UAH. Contracted with National Counsel of University Administrators to come in with research expert team to look at procedures and processes in OSP and accounting to see how we can more efficiently manage grants, contracts, and invoicing. Report will be posted once complete. Accepting recommendations via the website, although not all will be implemented. UAH has really good office of sponsored programs. External review is smart thing to do, though. They arrive end of October. If faculty is asked to share, please input because it's valuable.

Accepted Chair of Search Committee. He is happy with the way things are going. On fast track and have good candidates emerging. Making policy changes: President Altenkirch just signed a policy that addresses what to do when a federal investigator shows up on faculty's doorstep; it protects faculty and staff during investigation. Ray Vaughn says if/when a federal investigator shows up, faculty is to notify Office of Research Security or the university's general council and they will make sure appropriate action is taken to provide requested information or not. No faculty or staff should be threatened by federal investigator. Looking at policy on cost share; might make some changes to it.

Please read the "Dear colleagues" letters and feel free to respond to them; they contain his thoughts and are his best means of communication. Next letter will have ideas on policy changes.

Wants to recruit an Associate Vice President from faculty at UAH, via an internal search, to help him connect with academic faculty. Job description and announcement coming soon. Looking for faculty member who understands faculty research, demands, pressures, and school history. Permanent Head of Optic Center has been hired - Robert Lindquist from ECE department. Actively recruiting full time director for rotorcraft center, wants center director to also be faculty member. Working on a cyber-security program, had a meeting on it yesterday. Investing in supervisory control and data acquisition system laboratory to be used by multiple colleges to do security work. National Security Agency is coming next week, September 4, to look at program. Intends to start faculty leadership program. Starts in fall 2014. Organizing and advertising in spring, asking for applications. Seeing faculty who want to move into administrative roles at some point in career and he wants to work with them over an academic year and expose them to senior level leadership at university.

UAH has a poor control of policies and procedures, thinks it needs to be tightened up. He and President Altenkirch want to make policies and procedures more transparent, and eventually add a link on website to take you to them. Wants a process one goes through to get a policy approved. Policies need one single format for consistency, and every policy needs to be reviewed on periodic basis, every x number of years. They ought to be numbered in a system. The policies and procedures are going to be fixed.

Faculty has an administration in place that talks to each other, likes each other, and works well with each other, and faculty will benefit from it. Administration meets often, sometimes with president, sometimes one on one. At top of their list is "what's best for UAH?" Any questions?

- ❖ Dr. Richard Miller: In internal funding programs, do you anticipate having review committees made up of faculty and others that give you a recommendation to the VPR?
Ray Vaughn: Yes.
- ❖ Dr. Richard Miller: Ongoing debate across many departments and research centers about whether it's in the best interest of the university to have academic department chairs also be research center directors due to time commitment and conflicts of interest. Philosophy? Ray Vaughn: No philosophy on the issue. Seen it work both ways. Believes it's more personality driven. Hopes faculty is reading "Dear colleagues" letters. Arrives in office at 6:45 am until 6:00 pm. Welcomes visits from the faculty. Would appreciate to periodically visit with the faculty senate in the future.
- ❖ Dr. Ramon Cerro: Thinks it would be interesting for him to talk to the colleges. Ray Vaughn: Happy to talk to anyone. I believe in investing in faculty.

- Dr. Mitch Berbrier: Thanks Dr. Vaughn for his visit and the updates.
- Dr. Charles Hickman **motions to accept faculty senate executive committee minutes**. Dr. Nick Jones seconds. Ayes carried the motion and minutes were accepted.
- **Senate Officer Reports:** There were no officer reports.
- **Senate Committee Reports:**
 - Personnel: Will have first meeting on Thursday regarding issue on new hires going to URB.
 - Faculty and Student Development: no reports.
 - Undergraduate Curriculum: Dr. Debra Moriarity reported they will be setting a committee meeting soon.
 - Undergraduate Scholastic Affairs: no report
 - Finance and Resources: Dr. Charles Hickman asks to be added to the list of Budget Committee members. Ray Pinner agrees.
 - Governance and Operations: no report.
 - University Committee: nothing.
- ❖ Dr. Mitch Berbrier: In midst of getting members onto university committees. Soliciting volunteers for committee II regarding **General Education Revision committee** – Dr. Andrea Word and Dr. Mitch Berbrier spoke regarding solicitation for members. Email forthcoming regarding willingness to serve on this committee.
Angel replacement committee – UAH is going to replace Angel. Chad Hyatt is putting together committee for that. Liberal Arts already has a volunteer. Jim Swain volunteers from ISE.
Addition to membership - Jim Swain from ISE. Spots are still open, especially one in Chemical Engineering and two in Electrical / Computer Engineering. Urges colleagues to

recruit members for Faculty Senate. It is up to the department who joins and if the positions are filled. The departments have been informed.

- Dr. Mitch Berbrier stated it is 2:10 and if no objections, would like to **share a few items**.
Agenda:
 1. Find a way to make sure we have **longer meetings and more time** to get business done.
 2. **No legislative agenda**. Not the best time to have a big legislative agenda. We are **in between handbooks**. New handbook created last year. Handbook has gone off to President Altenkirch who is reviewing it with lawyers and others. Eventually it will go to Board of Trustees and they sign off on it. Careful to make changes to handbook that won't be the handbook.
 3. **In between provosts** so initiatives will be put on hold.
 4. **In between at university level**, the President's planning and implementation of strategic plan. Some things need to move forward before others.
 5. Mini-agenda regarding **operational efficiency and effectiveness**. Follow model adopted for handbook process last year. More of an effort to **communicate via email** where appropriate so people can read things in advance and we discuss at meetings. Some things in **committee reports should be emailed in advance** to leave more time for discussion in meetings. Create an **orientation system for new senators** to learn what it means to be a senator; representative of a department and that is important to share. **Efficiency and effectiveness - staff assistant** will help a lot; think about sub-committee work. Staff Assistant can do research for committees to save them time. Perhaps Kala can figure out how other universities handle the lecturer ladder.
- Dr. Debra Moriarity **motions to adjourn**. Dr. Kader Frendi seconds the motion. Ayes carried the motion.

Faculty Senate Meeting # 539 adjourned
August 29, 2013, 2:15 P.M.