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Faculty Senate Agendas and Minutes

**Agendas and Minutes** 

3-18-2024

# 2024 March 18 - Faculty Senate Agenda and Minutes

Faculty Senate, East Tennessee State University

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March 18, 2024, 2:45 p.m. | Culp Forum / Zoom

# **Faculty Senate Meeting Agenda**

- 1. Celebrations / Good News
- 2. Guest sign-in
- 3. Announcements
- 4. Guest Speakers
  - a. Provost Kimberly McCorkle Academic Restructure Proposal Plan
- 5. Approval of Minutes from February 19, 2024
- 6. Action Items
- 7. Information Items
  - a. Faculty Senator & Officer elections
  - b. Notes from meetings with President Noland Ginni Blackhart
  - c. Handbook Committee Update Stephen Hendrix
  - d. Board of Trustees Report Steph Frye-Clark
  - e. Reports from other University Committees
  - f. Other Items of Discussion from the Floor
- 8. Old Business
- 9. New Business
- 10. Comments from Guests
- 11. Final Comments/Announcements from Senators
- 12. Adjourn

| FACULTY SENATE MINUTES |  |                          |             |           |           |  |
|------------------------|--|--------------------------|-------------|-----------|-----------|--|
| Meeting Date:          | 03/18/2024   | Time:                    | 14:45-16:30 | Location: | Culp/Zoom |  |
| Next Meeting:          | 04/08/2024   | Scribe: Ashley Sergiadis |             |           |           |  |
| Present:               | Alali, Walid; Beatty, Kate; Blackhart, Ginni; Blackwell, Roger; Blevins, Emily; Boa, Jen;  |                          |             |           |           |  |
|                        | Bradshaw, Patrick; Bray, Sheree; Burns, Bracken; Byington, Randy; Carnevale, Teresa;       |                          |             |           |           |  |
|                        | Daniels, Jean; Desjardins, Mathew; Digavalli, Siva; Dowling-McClay, KariLynn; Dubay,       |                          |             |           |           |  |
|                        | Chelsie; Dunkley, Lisa; Easterday, Mary; Ecay, Thomas; Ellis, Jon; Fisher, Stacey; Fiuza,  |                          |             |           |           |  |
|                        | Felipe; Foreman, Robin Ann; Fuks, Aleksandr; Garris, Bill; Geiger, Matthew; Gentry, Retha; |                          |             |           |           |  |
|                        | Greene, Amy; Hauldren, Kacie; Hemphill, Bill; Hemphill, Jean; Hendrix, Stephen; Herrmann,  |                          |             |           |           |  |
|                        | Andrew; Hounshell, Jonathan; Korfhagen, David; Landis, Ryan; Lyons, Reneé; Mamudu,         |                          |             |           |           |  |
|                        | Hadii; McGarry, Theresa; Nivens, Ryan; O'Neil, Kason; Perry, Lisa; Robinson, Meg; Sayers,  |                          |             |           |           |  |
|                        | Adam; Schroder, Laurie; Scott, Dane; Sergiadis, Ashley; Thigpen, Jim; Uddin, Moin;         |                          |             |           |           |  |
|                        | Walden, Rachel; Waller, Justi  |                          |             |           |           |  |
| Absent:                | Chakraborty, Kanishka; Frye-Clark, Hogan, Norma; Steph; Stevens, Alan; Yampolsky, Lev      |                          |             |           |           |  |

| Agenda Items                                   |  |  |
|--|--|--|
| Meeting called to order                        |  |  |
| 1. Celebration / Good News                     |  |  |
| 2. Guest Sign-In                               |  |  |
| 3. Announcements                               |  |  |
| 4. Guest Speakers                              |  |  |
| 5. Approval of Minutes                         |  |  |
| 6. Action Items                                |  |  |
| 7. Information Items                           |  |  |
| 8. Old Business                                |  |  |
| 9. New Business                                |  |  |
| 10. Comments from Guests                       |  |  |
| 11. Final Comments/Announcements from Senators |  |  |
| 12. Adjourn                                    |  |  |

- 1. Celebration / Good News None.
- 2. Guest Sign-In
  - 2.1 The following guests attended the meeting: Kimberly McCorkle, Robert Pack, Kimberly Tweedale, Matthew Holtmeier, Melanie Richards, Chelsea Wessels, Michelle Lee, Amber Street, Patty Harnois-Church, Andrea Clements, Thomas Crofts, Virginia Foley, Mary Mullins, Karin Keith, Suzy Hooven, Brittany Wilkins, Rachel Miller-Slough, Thomas Alan Holmes.
- 3. Announcements
  - 3.1. Public comments about the proposed academic structure closes tomorrow, Tuesday, March, 19, at 4:30 pm.
- 4. Guest Speakers
  - 4.1 Provost Kimberly McCorkle Academic Restructure Proposal Plan
    - Provost McCorkle's and President Noland's draft plan for structural revisions was released two weeks ago to the campus community. Their plan was based on the decision points in the report presented

by the Academic Structure Task Force. Public comment on the draft plan will be open until March 19 at 4:30. As of the Faculty Senate meeting, approximately 49 comments were submitted. Overall, the comments have been collegial, thoughtful, and helpful. After the public comment period has closed, Provost McCorkle and President Noland would like to reflect on the comments and meet with various groups in order to create a final plan. She expects some revisions between their draft plan and their final plan. After the final plan is released, President Noland and Provost McCorkle intends to present at Faculty Senate again. The final plan will move through the shared governance process of approval by Academic Council, University Council, and Board of Trustees.

- As Executive Vice Provost, Robert Pack joined Provost McCorkle at Faculty Senate. He has been
  involved throughout this process and will be involved during the implementation phase. President
  Noland was unable to attend this meeting but intends to attend the Faculty Senate meeting after the
  final plan has been released.
- Provost McCorkle opened the floor for questions. She emphasized that some answers are still being developed. When someone asks "how will this work?", she often responds "how can we plan together to make sure this works?" For example, one common question has been "What is the role for the person leading a school? How is it different from a department chair or dean?" President Noland and Provost McCorkle have reviewed models on "school directors." They have worked with stakeholder groups to discuss this topic. Also, the task force report discusses what a "school director" would do (e.g., curriculum, budget) for departments with a similar scope and focus. However, this question will require working together to answer. These issues will be addressed in the implementation phase.

**McGarry**: What is the purpose of the reorganization? It seems expensive when there are other real financial needs on campus.

#### McCorkle:

- The final report from the Academic Structure Task Force has a section on the reasons (pages 6-7).
- The task force was asked to consider several questions: How do we create seamless pathways for students as they make their way through the institution? How do we create areas of alignment among our disciplines? How do we build on existing strengths that we have across our research areas? How do we put programs in a place that makes sense so you can collaborate with other faculty who are doing similar things?
- Previous strategic visioning processes mentioned this need, including Chapter 125 Part II. The
  Chapter 125 Part II Academic Task Force Visioning document emphasized the need to review
  academic structure to ensure that we are organized in a way that helps us prepare for future growth.
- There have been noted issues. Curriculum is duplicated in multiple places. Misalignment of disciplines in colleges cause confusion to those on and off campus.
- This question of reorganization existed before my arrival. During the faculty forum of my interview for provost, I was asked if I planned on reorganizing the colleges because it was needed.

Walden: Has any financial impact statement been developed to address costs associated with these changes, such as new layers of administration (development of schools), rebranding and new materials for all those whose program changes colleges, etc.? If so, what is the estimated cost? If not, why not? McCorkle: There has been some preliminary analysis. For instance, we've reviewed some models in terms of the development of schools. Faculty have emphasized that they don't want to add administrative costs. We agree that this was not the purpose of the reorganization. We have asked these questions: If you created five to six new schools, how much would it cost to pay people who hold the title of school director? How might these costs be offset by other changes? If a college has five assistant and associate deans, can the college have fewer assistant and associate deans and instead have some of those duties distributed to the school directors (e.g., oversight over research or curriculum)? Additionally, we have taken a look at what might happen if a large program moves from one college to another in terms of FTE generation on the college. We are also in middle of a budget model redesign. We want to redesign the budget model to serve the structure that we are going to create. As we look at the budget model redesign, we want to make sure that we are taking into account what the new structure looks like so we can be certain that moving a program to a different college will not adversely impact the college when it leaves. We will create a fiscal note once we land on the final structure, which we will share with Faculty Senate and the rest of campus.

**Easterday**: To piggyback off of Rachel's question re: financial statement/impact: Will you include a review of pay standards? There seems to be a lot of variability; and I imagine shifting of programs will create even

larger variability/disparity between programs within new schools.

**Easterday**: We have significant concerns/questions regarding the move of the Nutrition program to a new School of Human Performance and Sport Science from CCRHS/College of Health. Most importantly, this move violates accrediting body standards and it does not align with the clinical nature of the program. I have a two-part question: 1. What is the long-term justification for this move? 2. What is the likelihood that changes to the current proposal could/will occur?

**McCorkle**: We will not do anything to impact accreditation. We have taken a look at many accreditation standards. We have reviewed what other universities have done with those accredited programs that live in departments different from ours. We would not take any program out of compliance with their accreditation standards. We will be happy to see any accreditation standards that you provide. I'm very concerned if that is the case. The whole purpose of having public comment is to rework the plan based on feedback. In terms of the rationale, it was suggested that there could be alignment and strength among those programs. I have seen the public comments. I understand that nutrition faculty have developed a clinical focus recently. We visited the Nave Center and also saw a lot of the clinical work of the nutrition faculty. At one time, there was a suggestion that nutrition might go the College of Public Health because some departments have a nutrition focus. Our thought was keeping it as a clinically focused health sciences college would make more sense.

**Sayers**: What is the current timeline for a confirmation and what's that process? Is there a vote involved? Subsequently, what would be the timeline for an actual implementation and could that change? **McCorkle**: We are hoping to develop the final plan in the next month. Then, we will present it to Faculty Senate then Academic Council, University Council, and the Board of Trustees. The Board of Trustees meets on May 24<sup>th</sup>. If we create schools and/or change college names, then we will present to THEC as well over the summer. Our hope is to begin implementation on July 1. We have said there could be phase implementation. Certain parts of the implementation plan may not be feasible to do on July 1.

**Hemphill (B.**): Will the various "Schools" within a particular college be operationally separate from the others? Specifically, in terms of T&P, will the so-called "college-level" review take place (a) at the smaller and more disciplinary-aligned school-level or will the whole pile of a large college's T&P college-level reviews take place as they do now in the un-schooled model? Likewise, would the so-called 'Dean's review" be at the college-level deans or each of the schools' 'mini-dean/director level (i.e., more operationally aligned)?

**McCorkle**: We could look at it in two ways. First, the review could stop at the school level. Two, the review could continue to go to the college level. We are currently reviewing the university's tenure and promotion guidelines. That has begun meeting and reviewing models. The plan is that the group will have a final recommendation about the university's tenure and promotion guidelines by the mid to late fall semester. This was by design so that the Tenure and Promotion Work Group could take this into consideration if there are schools. Departments will always set the guidelines on tenure/promotion based on your discipline within the parameters of university governance

**Byington**: For clarity, there are no anticipated changes in any of the current tenure and promotion processes for the 2024-2025 academic year. Nothing will change for this fall.

**McCorkle**: When we change guidelines, there is always a period in which a faculty member can continue to adhere to former guidelines. Some people find value in the college-level review with disciplines across the college, while others find value in the school-level with departments very familiar with your work and fields. I will be interested in hearing Faculty Senate's thoughts on this topic.

**Dunkley**: Faculty concern/suggestion for ASL: concern/suggestion in support of a move for the ASL minor from Audiology Speech Pathology department to Cultures and Languages under College of Art & Science. ASL is a language and Deaf culture and is recognized. Audiology and Speech Language Pathology is under the auspices of "rehabilitation" and to "heal" rather than accepting the whole person. There is a need to support a dual / Bilingual approach using ASL and English to educating the Deaf and Hard of Hearing people.

**Fiuza**: The Language and Culture Resource Center is in support of that move. We would love to offer interpretations in ASL to the community at large.

**McCorkle**: The task force gave four areas (including the placement of ASL) in their report, in which they didn't make recommendations but suggested the university review them. There have already been

discussions between the College of Arts and Sciences and College of Clinical and Rehabilitative Health Sciences about where the program should. We did not include it in the purview of this reorganization discussion, but we are going to take a look at making a recommendation about where ASL should go. We wanted the conversation to happen at the department levels since it is a minor.

**Uddin**: Most of my colleagues think that Engineering should be its own school in the College of Business and Technology with Computing. This will give us visibility and plant the seed for us to becoming our own college (or a college alongside the sciences and mathematics). Instead of moving engineering in Arts and Sciences where it is already congested with too many departments, we think that being our own school will help us flourish.

**McCorkle**: The task force, President Noland, and I spent a lot of time reviewing engineering in terms of possible benefits of moving. I appreciate your comments and we'll certainly take a look.

Boa: Hi. I just have a comment to be read for the Department of Social Work. On behalf of the Social Work department, we wish to express much gratitude by being afforded multiple occasions to express our thoughts about the future of our department in the structure process. To that we say thank you and we felt heard. One of the core values of social work is advocacy and the faculty and staff within our department wholeheartedly live that value. We took the opportunity to advocate on behalf of ourselves, but most importantly, our students. Through the process, our faculty met with the task force's co-chairs and then you, the provost, along with our dean. We were given the opportunity to share critical information about the mission of social work as well as our programs goals and objectives. We shared the history of our graduate programs development that was directly in response to the needs of the region. We have remained steadfast of ETSU's mission of serving the region and our faculty demonstrate that daily. We feel that we provided much insight to the decisions that were being considered for our alignment at ETSU and the administration listened to us. We are clearly aligned with ETSU Health and the clinical components of the proposed College of Health Sciences. Under the proposed structure, we believe that our students and faculty will continue to be in an environment that supports the mission of the Social Work Department to attend to the changing needs in our region and beyond. In the proposed structure, we will have adequate resources and support to continue to thrive. The proposed structure will provide us with the best opportunity to address the mission of ETSU in addressing the needs of the region and our ability to continue to provide exemplary training for the future social workers of the region.

**Easterday**: What is the process to reconsider proposed moves? I.e. are we to just continue to send these concerns via public forum or would you prefer specific concerns (such as with accreditation) to be sent to particular individual/s?

**McCorkle**: If you have something specific about accreditation or something that you think we've not considered, please send that directly to me and to Dr. Robert Pack. We will review and we may request a follow up meeting. You certainly can put it in the public comment as well. I'm meeting later today with the chairs. I'm also meeting with the deans later this week. Talking to your deans and department chairs would be good avenues too.

**Lyons**: This is a great opportunity to start thinking outside the box, our departments, and our subject area. For instance, psychology could fit within educational psychology in the College of Education or clinical psychology in the College of Health Sciences or psychology focusing on the workings of the mind in College of Arts and Sciences. I would love to see more psychology, social work, and counseling working with the College of Education to help us with socio-emotional learning.

**Waller**: First, is the implementation going forward even if all the questions haven't been answered? Two, if there is not a set of needed clear and present duties, are the positions of school directors needed? **McCorkle**: We are going to do our best to answer all the questions. Based on information from the task force and other universities' experiences, the best thing that we can do is to make final decisions through a transparent and collegial process in which everyone has had an opportunity to be heard. Then, to make final decisions and move forward. We don't have all the answers and there are multiple right ways to do things. We want to make the best decisions that are beneficial. The task force heard from those in large colleges, some programs might not have the attention at the college leadership level as other programs. A school director would be able to help advocate and connect people in those programs/research to a level that a dean may not be able to do in a large/complex college. There are some duties that a school director



might do that aren't currently being done.

**McGarry**: Neither our constitution or our bylaws say that Faculty Senators are by college, so I'm thinking that it comes from the university. Are you all going to change that?

**Blackhart**: In their correct version, Faculty Senate bylaws state there are a certain number of representatives in each college depending on the number of full-time faculty. We are mindful of the changes but we do not know the answer yet.

Hemphill (B.): Regarding the possibilities of a separate school within CBAT, the current CBAT was organizationally conceived over a weekend in a shotgun wedding of budgetary convenience combining the College of Business (CoB) and the now deceased College of Applied Science and Technology (CAST). A new CBAT 'School' (SAST) comprised of the old CAST departments—Engineering/Engineering Technology/Surveying/Interior Architecture; Computing, and Digital Media—would make more sense than unmooring EETSIA from CBAT (which has pretty much already happened putting an entire department in limbo for the next 4 months). Ideally, if the intent of administration is to form a stand-alone STEM college in the next few years (when it is more convenient and palatable), it would make more sense for program support to 'rip the band-aid off' sooner rather than later and make the move now.

**McCorkle**: The concern about creating a new STEM college right now is that Engineering is still in growth mode. Chapter 125.2 mentioned that it would be positive to have a STEM college. In a school structure, there is a possibility of nurturing this idea then reviewing it in the next five years.

**Byington**: I've had concerns about places for new programs to incubate – where there are shared resources, mentorship, etc. I was hoping that it would be found in the restructuring. What are your thoughts on an incubator for new programs being able to launch rather than dying in a larger organization? **McCorkle**: The thought in the draft structure was that this is what cross-disciplinary studies could do. There were some public comments about whether to put it in the Honors College. Honors College is a place that frequently builds cross-disciplinary programs at other institutions. Honors College is intended to be interdisciplinary. Another suggestion is to have it in the College of Arts and Sciences, but the Honors College might be able to build its interdisciplinarity across all colleges more than putting it in a College of Arts and Sciences might.

**Sayers**: Reviewing and certifying student athletes and transfers for the athletic department typically are completed in April and May. With a vote in the Board of Trustees in May, would it be sort of locked in any time before so the registrar could begin reviewing? Or do we need to wait until after that date? **McCorkle**: We will check to make sure that that process will continue with the registrar. We will put it on a list to check.

O'Neil: The most scared are our staff, specifically our advisors. I feel more secure in my position as tenured faculty. In meetings, they have been promised they are going to have jobs. I think there is going to be fallout somewhere since we are centralizing a lot of services. I've heard many people talk about centralizing administrative roles on campus, which makes sense to me. Have you talked to the staff? McCorkle: Staff are absolutely essential to the process. We have heard that staff have some anxiety and trepidation about this. This is not about eliminating positions. When we move departments, it does mean that staff might be on different teams or asked to move to a different college. We've met with the Staff Senate. Staff were on the task force. We have said to them that through this process we will continue to be guided by getting their input. In the public comments, a group of advisors from the College of Arts and Sciences expressed the sentiment well. They said that they loved working together as a team, they like what they do, and they would like some agency in the decisions as staff will be moving with the programs. We want to give people the option. We want to be able to say if this program moves that they're going to need three advisors to come over. How do we accomplish that while talking to people about how that might be? Does that mean that some staff might have to move from one team to another? It does. I want to ensure that this will be a process that involves transparency and their input. The deans are also concerned about this.

## 5. Approval of Minutes

**Blackhart** questioned whether there was an objection to approving the minutes from the 08/19/2024 meeting. **Blackhart** noted that Senator McGarry submitted corrections.

No Objection: Minutes Approved

6. Action Items
None.

#### 7. Information Items

7.1 Faculty Senator & Officer elections

**Blackhart**: This is a reminder for each college to have their Faculty Senate elections completed by the end of March. Clemmer College, College of Pharmacy, and College of Clinical and Rehabilitative Health Sciences have completed their elections. These need to be completed before officer elections. Officer elections are at the end of May. We will be electing a President, Vice President, and Secretary. At-large members for the Executive Committee are elected at the retreat in August. If you are thinking of running for an officer position, please reach out to me or other current officers.

**Randy:** If you would like to be candidate for vice president, traditionally the vice president becomes president, which becomes past president. It is in reality a six-year commitment.

Blackhart: Vice President is only a one-year term. If you try and hate it, you do have an out.

7.2 Notes from meetings with President Noland - Ginni Blackhart

**Blackhart:** President Noland shared with us that the anti-DEI bill was voted down in committee. It could reemerge in a caption bill, which President Noland expects to be unlikely. The rest of the time we discussed the academic structure proposed plan.

**McGarry**: The proposal is to increase faculty parking by \$10. I'm okay with that for me. I'm really not okay with that for adjuncts. We received a 3% raise this year. They did not.

**Blackhart**: This is really important for you to submit to ask an administrator for us to bring to our next meeting with President Noland next month. I think you're absolutely right.

**Fisher**: I work in Sevierville, so I am not really keen on \$10 more for a pass that gets used less than 5 times a year.

O'Neil: I hire one credit faculty for PhD. You get 15-20 free passes a year.

Sayers: We used those for recruits and their families. Each pass can extend several days.

McGarry: What is a new job family?

**Hendrix**: They are trying to group together likeminded positions across the campus. They are putting them into families then groupings. This will be the basis for salary ranges. This is already present somewhat in the classification structure.

**Unknown:** Would this mean that executive aids would see a more consistent salary across the departments?

**Hendrix**: It won't set a hard number but set a range. This will give more flexibility within the range in the departments. In the roundabout way they may be in the same family but being paid on different sides of the ranges. This allows for departments to increase salaries without having to go through as many job audits. This will provide more freedom to increase their salary while keeping them in the same position.

- 7.4 Handbook Committee Update Stephen Hendrix None.
- 7.5 Board of Trustees Report Steph Frye-Clark None.
- 7.6 Reports from other University Committees None.
- 7.7 Other Items of Discussion from the Floor None.
- 8. Old Business None.

- 9. New Business None.
- 10. Comments from Guest None.
- 11. Final Comments/Announcements from Senators
  - 11.1 3.2 April 8th, is our next full faculty Senate meeting. The Executive Committee meeting is not until April 1st.
- 12. Adjourn

Motion to Adjourn: Unknown

Second: Unknown Meeting Adjourned

Please notify Senator Ashley Sergiadis (<u>sergiadis@etsu.edu</u>, Faculty Senate Secretary, 2023-2024) of any changes or corrections to the minutes.

Note: Meeting minutes are not a word-for-word transcript. Statements and questions by Senators are edited and summarized for clarity.

# President Noland Meeting with Faculty Senate Executive Committee 03/08/2024

## Nashville Updates

- Budget hearings for higher education are about halfway through. Dr. Noland already presented for ETSU.
- It is expected that ETSU will have no changes to the base funding around salary and operating budgets.
- There was a technical oversight with the College of Pharmacy in which they didn't receive their salary enhancements. ETSU is working with the state to get it corrected.
- The second half of funding for Brown Hall is currently not in the state's budget. There is still time for it to make it on the state's budget. Dr. Noland is anticipating it will be funded but it may not be this year. This would cause delays in construction. In comparison, it took three funding cycles to get the Humanities Building funded.
- The diversity bill (like the one passed in Texas) died in committee over religious freedom issues. There is a possibility that this information would reappear in two of the caption bills, so ETSU is still monitoring.
- No anti-gun and anti-tenure bills have passed.
- There is a bill regarding THEC in the House and the Senate. The House would like to reduce the abilities of THEC, while the Senate would like to keep its abilities (oversight of programs, fees, and capital). Dr. Noland will be advocating alongside other LGI presidents on these issues. For example, the House would like THEC to have no oversight of programs (so each individual institution's board would have that power) while the Senate would like THEC to keep oversight. Dr. Noland would like to advocate for the Board of Trustees to approve all programs but doctoral and professional programs. Dr. Noland would like to advocate that THEC continues to have oversight of capital projects instead of the state.

#### **ETSU Updates**

- Applications to ETSU are up (but applications for all institutions are up this year). Our retention rates are closer to where we were in 2018-2019. Housing is almost already oversubscribed. Yoakley will not be ready by the Fall. Powell should be ready.
- Some increases in the cost of parking for students and faculty are expected. (Right now, the proposal is to increase faculty parking by \$10. Students will have a higher increase.)
- Dr. Noland will be encouraging efficiencies across the university with the goal of salary enhancements. In the next one to two months, ETSU plans on releasing new job families and schedules for staff. It is important to find revenue to raise the salaries of staff and faculty.
- The search for the Dean of the College of Nursing will begin once ETSU finalizes the contract with the consultants.

## **Academic Structure Updates**

- President Noland and Provost McCorkle met with constituencies for three weeks after the task force
  released their final report. Provost Noland and Provost McCorkle recently released their proposed
  structure. This is not the final decision regarding academic structure. They will spend the next 5-6
  weeks listening to feedback (forums, public comment, Faculty Senate meeting) before the final
  decision is released. The final decision will be taken to the Board of Trustees for approval in May. An
  implementation team will be put together to begin the transition. It is not expected for these
  changes to be instantaneous.
- Dr. Noland noted that their recommendations were academic in nature. They were not considering
  money or staffing. Once the structure is finalized, there will need to be budgetary discussions to
  ensure that the new structures will be successful. This may mean start-up revenues to cover the
  initial loss of revenue for some colleges. There is no intent for anyone to lose jobs over the new
  structure.
- Senators asked for more details about the plans for schools: structure, leadership, etc. Faculty have expressed concerns and questions: What will the process be for hiring an administrator for schools? What will the structure be? Will school administrators have as much power as deans? How will school administrators differ from chairs? Will an extra layer of administration become problematic? Will it cause more silos rather than support collaboration/communication? Dr. Noland stated that details will need to be worked through it impacts organization, governance, tenure/promotion, etc. The hope is that the administrator role will be a champion for the schools and coordinate their academic work. He imagines that school directors may have slightly different responsibilities. One solution presented by a Senator would be to have a pool of money for departments/programs that want to establish a school themselves like East Carolina University.
- Senators asked what happens if a faculty member's department is moved to a different college, but
  that faculty member is the director of a program that is remaining in a different college? It was
  clarified that in instances they are aware of, the faculty member will continue being the program
  director.
- Senators expressed that there may be confusion having a College of Health Sciences and a Department of Health Sciences that is in a different college.
- Senators expressed that Cross-Disciplinary Studies may not fit within the Honors College. Students
  may think they need to be an honors student to be part of the program. It may make more sense to
  be in CAS. President Noland mentioned that one of their reasons was that they thought the program
  could grow in the Honors College. Since it has a multidisciplinary focus, the Honors College would
  allow them to reach students across campus.
- Senators asked if the Graduate College is now the Graduate School under the Office of the Provost,
  why is the Honors College still a college? Dr. Noland stated that the graduate school's credit
  productions went to different colleges, so it would become more of a service entity. The feedback
  from students was that they did not want the Honors College label to disappear. Honors College
  means a lot to students. It is a place where students are mentored by faculty across campus.