

RIT | University Council

Meeting Minutes: March 30, 2022

The meeting was called to order at 3:00 p.m.

President's Report

COVID Report

- We have continued to monitor wastewater.
- Masking is still required in health centers, classrooms, and transportation.
- Several area colleges are no longer requiring masks in classrooms. We have a number of students immunocompromised, and we are not planning on changing our guidelines further.
- At the peak of Omicron, it was about 25 reporting COVID a day, and today it is still about 1-2 per day and it is not as severe if you are boosted and vaccinated

We just received a 3 million naming gift: It is now the ESL Cyber Security Institute. This is the Eastman Savings and Loan Cybersecurity Institute. They named the program but not the building, so the building can still be named.

We have a new director who has come from Xerox in California, and we're are pleased with his prospects.

- We are close to the finalist stage in searching for the dean of the Golisano College of Computing and Information Sciences and the School of Performing Arts. We are pleased with the candidate search thus far.

Faculty Senate discussed future plans. This strategic plan carries them to 2025 and much thinking is now being done to think ahead to the future.

- They are doing some thinking about what the college will look like 15 years from now. This got trustees thinking about the current Strategic Plan and how to keep it on track as well as what we should do to carry us further into the future. These are things being discussed but nothing has been voted
- Plan to create 10 new endowed professorships, funds from RIT and the government t to stimulate endowed chairs
 - One thing that has taken a hit is hiring across the board of faculty and staff. They did not bring in many new faculty and want to get this back on track and go after experienced faculty for research plans. Issue bonds to help fund some facilities work.

Doing a lot already to upgrade and add space – plans for clean room facility in Kate Gleason and we are renovating Brown Hall. As soon as the SHED is complete, we will be converting 20,000 sq. ft. of classroom space to research use.

- We see more need for research space and heavy-duty lab space. It is cheaper to just build from scratch and are looking for something over 25,000 sq ft

Other Building Updates

- Adding A/C in buildings that do not currently have it – including Brown Hall.
- Stadium has been designed and they are still in the fundraising portion, as well as a health sciences complex to allow degrees for physical therapy and occupational therapy. This would also allow more training space for the athletes.
- It is hard to ignore our residence halls and the student opinion is that it is quite “retro.” Seriously, work needs to be done in residence halls and need to add A/C as well as spend money by renovating bathrooms (~470 bathrooms) and improve common areas and lighting.
- They will vote on a package in July that will include some of these things and take advantage of the current low interest rates. If we want to borrow money, it really ought to be done now

Imagine RIT and Commencement:

We have an in-person imagine festival coming up! Commencement is also in-person and families will be invited

- Vaccination is required for indoor locations. We are also looking at the possibility of having a testing option. We don't want to put RIT in the position of judging exemptions and may offer rapid tests that allow individuals to participate

Commencement honorary degrees

- Kimberly Bryant: founder of Black Girls Code
- Jodi Olsen (former director of the peace core): Woman who was the speaker for the 2020 commencement but was not able to speak in person due to the pandemic.
- G. Peter Jemison (Seneca, Heron Clan): Native American advisor to RIT, and is also an artist and he was the longtime manager of the Historic Site Manager of Ganondagan State Historic Site.
- Potential honorary degree: Vladimir Zelensky
 - Many colleges plant to jointly offering honorary degrees to him. Unprecedented times call for unprecedented measures. It would be offered on basis of standing up for freedom worldwide. This will start getting publicity soon. RIT will be listed with several other schools. This is not complete, and they will still go through the full process

Online Offerings:

Looking at online education in a much more serious way. We have had online options for decades but are working on RIT Certified, which includes non-credit and nondegree options. It is focused on certifications and will be launched in June.

Q: Senate is going to be asking for spending some of the money on upgrades.

A: They are willing to consider most anything.

Q: More about RIT Certified – how are program faculty involved in this and what will the return be?

A: Dr. Granberg commented: It is an organization that will do non-credit training for the adult market and collaborate with departments who wish to make an online master's program. They are meeting with faculty members and departments and hearing the kinds of programs they are interested in offering and are close to an initial set of offerings and will be done in collaboration with the relevant departments. There is a return that comes back to the college varying based on non-credit or 4-credit offer. It is a 5% return for noncredit and 10% if it is a 4-credit offering. It is pure revenue for the unit and RIT certified bears all the costs.

They will open with a few programs and those groups will be working closely with the staff at RIT Certified. Until that group is finalized, we don't yet know which colleges will be in the first piece. Ian Mortimer should come to present to UC after we know what that group is. They are having conversations with large outside groups that are requesting these forms of services, like the US Military.

Retention & On-time Graduation (*presentation files available on [RIT Digital Archive](#)*)

Ellen Granberg, Provost and Senior Vice President for Academic Affairs

Christine Licata, Vice Provost for Academic Affairs

Ellen will discuss RIT's Key Student Success Goals and Chris will share the strategies that have gotten us to today, as well as the new initiatives for this coming year and the things that are involved in achieving the goals, they have set for themselves.

Categories of goals: six-year, on time, and the gap in graduation rates between AALANA and non-AALANA, as well as Pell-eligible and non-Pell students

- Our current goal for the six-years graduation is 78% by 2025
 - In 2020 they were at 72.7%, but dipped in 2021 to 70.8% The graduation rate across colleges has quite a bit of variation.
- On-time graduation rate: percentage of students graduating in four-year programs after four years and in five-year programs at five years. We have quite a bit of variation among the colleges.
 - The goal is to be at 8 points or less by 2025.
 - In 2020, they were at 14, and at 10 points in 2021: In one college AALANA college students graduated at a slightly higher rate,
- First to second year persistence: the first of major markers around how students are doing: goal to be at 93% in 2025

We've had real success in moving the on-time grad rate up, but the six-year graduation rate is broadly flat.

- This was a surprise. They assumed if on-time improved, then six-year would just naturally go up. This is not the case, and they are focusing what to do, with specific focus in first year persistence

Gaps over time: AALANA and non-AALANA graduation rate. There was a nice drop in the gap between these students.

The Pell gap has moved down because non-Pell eligible students graduated at lower rates. This is not what we want. This points us to the question of early year persistence. If on time is going up, but six year is flat, they need to focus on the early years.

They have been on a downward trend in first to second year persistence until it went up this past year. You will hear more discussion at looking at early year experiences.

The other questions is how we did relative to our peers. We are a tech school, a challenging school., have co-ops, and we are looking at peer analysis, but they all tell the same story.

The AITU (Association of Independent Technical Universities) schools are private tech-intensive institutions, and many are co-op institutions. We are in the lower half of this group. Looking at Worcester Polytechnic, and going down to IIT, it is not our STEM intensity that puts us in the lower half. It is a factor, but not the explanation.

- Chris is going to talk about what work has been done the last several years and how it has moved on time graduation rate and what interventions are coming for this upcoming year.

As Ellen said, they have been engaged in this work for a number of years and have focused on on-time graduation. The strategies that you see here are by and large recommended by that group.

- Starting with changing to professional advising model to help oversee the way in which we advise our students and have put in place mandatory advising for first- and second-years students as well as a midpoint.
- Also have an early alert system: Academic alert system broadly referred to as “Starfish” to identify students at risk.

Academic progress issues should be overseen early on.

- Non-registered student outreach: Advisors outreach to students who have not yet registered for classes and encourage continuation.
- They have also revised a number of policies they believe have an impact on retention and graduation. Academic action policy has been revised as well

We know the DFW rates make a big difference to students’ ability to continue.

- Four colleges: COS, CET, GCCIS, and KGCOE are looking at these rates and intervening –
 - Changing pedagogy to try and improve those rates. We have tutoring and academic support as well as college-based programs. Colleges are finding ways to intervene themselves with various strategies. This is ongoing work and there are new strategies being launched this year, particularly around first year persistence

Grades and financial holds are predictors:

- 79% of students who left had at least one DFW vs the 48% overall DFWs.
- Of the students who didn’t persist, about 42% had a financial hold.

They are working on ramping up counseling and support to reduce financial holds in addition to DFW work. They will be using a DFW history as part of a predictive analytic project that is currently in a pilot position

Ready to launch:

- Predictive Analytics: August 2022
 - Pilot phase currently with programs in every college
- Program Level Analytics with the help pf IR: June 2022.
- Predictive Analytics:

Educational Advisory Board projects

- Used four years of historical data to compare current students to other students and models the likelihood of students to persist.
- Produces a retention score for each student: Likelihood of retention for each student from now to the end of the current year.

An advisor will see their caseload colorized in green, blue, and red.

- This will show students with low-risk retention scores, students with moderate risk and high risk for not continuing. Advisors can filter this list and build out

The important thing to remember is that predictions are not guaranteed outcomes but help with likelihood. If a person had a retention score of 49% then that means that 49% of past student with similar data went on to retain and 51% did not.

Once those scores are generated, students at higher risk will be reviewed for outreach.

- Advisors will determine timing and level of outreach, since they have a lot of additional information. They will take this information to decide when and how much outreach should be provided.

They will determine what additional resources are needed and will try to intervene to encourage the student to persist. They will really focus on early career students in their first and second years.

Program analytics Dashboard:

Developed by Institutional Research department in response to a faculty senate resolution.

This will help people learn what to do to get to the numbers we are expected to in the university.

- The kind of support and resources needed.
- This will be department and program level discussion

Example for the College of Art and Design

- Looks at overall six-year graduation rate, and then it goes to the college wide rate and then it is broken down by programs. It also looks at persistence. This is first year persistence after entry and it does the same thing – college wide data, university wide data, and trends.

Areas for consideration based on other institutions. One of the things that jumps out at us is not doing transcript analysis. When a student asks for a transcript to be sent to another institution, they need to determine how to approach students sending transcripts to other colleges.

They know that streamlining and increasing the transparency of Student emergency funding is needed. They want to attack this and do more with this.

Looking at the financial support that students are getting and what they might do with students in the future. Other universities are meeting more of student's full financial needs.

They will be looking in the future and you will be hearing more about this in the future.

It is not only about the academic interventions: Academic interventions and financial aid have been central to the focus, but student affairs and academic affairs are learning it is not just about the academic interventions.

- They are seeing the need of creating a sense of belonging and will develop the “stickiness” to allow students to persevere and encourage students to stay at RIT. This has gotten a lot of conversation in the past couple of months. The folks in Student Affairs have done the most work

This needs to extend beyond student affairs:

- New Student Orientation: Getting students off to a good start and helping students feel at home
- RIT 365: Students get integrated into the community. Direct programs that student affairs have worked on

The power of the creation of this sense of belonging – the Performing Arts Scholars Program.

- About 500 students come per year in this program.
- They get a small scholarship, have cohorts in interests, and have coaches that work with them around their interest.
- This is creating a sense of community. When you talk to students in these groups, they love being able to perform and most vividly talk about the sense of place.
- Many of the students say that had a tough time during the pandemic and cite this program as helping them through and help them feel like they are part of a tribe. This is another area where we could be doing a lot more.
- Retention:
 - We brought in 137 Performing Arts Scholars and after 2 years, 87.6% came back.
 - We just have the first-year persistence but we saw the same pattern. We are trying to replicate an organized experience around this staff interest. This will also be done with preprofessional health

This model is an attempt to create an idea of the student ecosystem as it pertains to the graduate system and success. We have a certain degree of selectivity and that allows us to shape a class and determine the quality of the students we have and demographics. It allows us to do a better job of matching students with institutions – the student-institution fit.

Students come into the world of RIT. There are the strategic planning goals, they walk into student life world like clubs and dorms - they interact with physical and organizational environment. The theory is that these things all work together. The extent to which students move in and have good experiences is what will drive the six-year student success and reduce the gaps. These are more aspirational than the goals discussed at the beginning and are thinking beyond the strategic plan and are hoping to get further.

Q: Are you tracking athletes?

A: Yes, there is similar thought to this tracking too.

Q: Can we bring more students to campus before the semester starts?

A: We have early started with Rochester City Scholars. However, it is expensive to do this at a large scale, but it is something that in selected categories it can be quite helpful for us.

Q: I love data. I appreciate the dashboard visuals. Might we consider doing study on the role of other activities, like wellness and RIT 365 and how these pertain to retention as well? Or on students who are living on campus vs off campus? Students are more likely to stay at RIT if they are living on campus

A: There's a lot of evidence that living on campus in the first year is correlated for coming back for the second. There has been a request to look at particularly first-year students. They are looking at the impacts of this and this conversation is going on with Institutional Research.

The question of wellness, they have not been specifically looking at this but I think that one of the missing pieces is our ability to compute student engagement kinds of experiences and they do not have the same kind of data.

Q: If you mess up once, you are going to stay another semester. Is there a way to restructure schedules to allow for partnering at other community colleges to get the credits required to make sure they get their degrees? What are the opportunities now to help students stay on track? There are a lot of students who could get away with doing extra credits over the summer

A: These two new pieces of data will help us understand where that's happening and what the magnitude of that issue is. There is some speculation about how mandatory coop and curricular rigidity affect this data. We will be able to get at some of this and provide options

Q: I love the sense of belonging. I think what we have is on this campus there are student, staff, and faculty that is very divided. This should be focused on bringing these groups together. Now we have students across campus and unfortunately, with the challenges of covid, there are not many people on campus. At this point, students don't have the opportunity to go right away to an office and meet with staff.

A: All the offices are dark and it feels alienating. There is a lot of active work across the university of seeing what the post pandemic university looks like. We are a residential university and so we need to be here for our students. We are a workplace with students present. When a student walks down a hallway, we want it to be full of life and for folks to find what they need. How do students define the help they need in the post pandemic world?

Approval of Minutes from March 2, 2022 Meeting

The minutes were approved unanimously.

Campus Master Plan (*presentation files available on [RIT Digital Archive](#)*)

Enid Cardinal, Senior Advisor to the President for Strategic Planning and Sustainability

We are in the process of updating and developing the master plan. Looking far ahead of the campus and how it should look even 30-50 years down the line.

- The timeline that they are working with: currently in the draft master plan stage. They began in May of 2020 and then paused. They are relaunching h reprocess. This summer, the consultants were familiarizing themselves with the plans.

Overarching campus masterplan taskforce:

- Several of them on the committee, as well as representation from all of the governing bodies and representation from other key members. They have gone through and interviewed about 30 different folks and met with the deans and presentations to all the governing bodies. They have also met with a few committees as well. After that, they went though and did a facilities management assessment

Looking at utilities and infrastructure and looked at the space utilization study that was conducted in 2018. Space utilization may need another look as they envision what the post pandemic plan will look like. They are looking at how a mapping perspective will look in the future. They also conducted a survey of campus stakeholders

Question around what would you change if you could change one thing: Majority was campus appearance
There are suggestions of adding murals and making things softer and more comfortable and a better entrance.

- There was a strong desire to see an increase in green spaces and more outdoor gathering spaces.
- Existing instructed: renovations in existing dorms and buildings. Students primarily want upgrades in res halls, and staff want them in academic buildings.
- Students want more res hall spaces and more office space was asked for by faculty and staff.
- It is a combination of wanting more bike infrastructure and a better shuttle system, as well as parking.
- Extension of campus tunnels and budling more sustainability practices

High Level themes

- Update wayfinding from a visitor perspective and for all students
- Updated lighting
- Existing notion of the spaces versus plans for 30-50 years from now.

They are suggesting more green spaces, as well as considering the residential spaces and additional recommendations. They are suggesting a creation of the Quarter Mile as a walkway thoroughfare

Suggesting some major changes and will not see much of the parking lots - they are suggesting parking decks: Structured parking to allow creation of green spaces.

The last steps, they are working on creating steps that follow the decarbonization of NYS. They are also looking at agricultural infrastructure They are still looking at the parking and RIT does have land holdings just beyond the main campus loop and how to use those areas based on financial sustainability. They will not go from 0 to 60 in just a few years and are looking about how to go beyond this.

We have heard about how decentralized some of the colleges are and how spread out the colleges are. They have never seen such an academically spread-out college campus and we may need more of a college center.

Q: Are there any plans on having students come in and voice concerns about the master plans.

A: They will be back with their final draft to present to governing bodies and they do have concerns that are brought through a conduit. If there are ways students want to engage, we will take recommendations

Q: The one thing that was continually brought up was an open space that can be used for just about anything. The students mentioned that the space that used to be the club field that is heated and has outdoor shelters with tables. They could use the space in early fall and spring and would also have a space to go into if needed. The Clark Gym is a sports facility.

Q: Has an environmental study been done on the impact of the deer and the swamp land?

A: They are very aware of the wetlands on campus and that would be done on a building-by-building basis. They want to construct something in the future, and it would be a large indoor practice facility. It could be used for all kinds of different activities.

Q: I noticed on the framework plan that the August Center would get torn down. Why is this?

A: There's been no discussion of removing the August Center. One of the conversations was with Wendy Gelbart and Irwin Smith from NTID to identify additional needs they should be thinking of and to have an expanded wellness space. One of these buildings is likely that expanded space.

Q: Is there going to be a change in aesthetic of RIT?

A: There was a strong emphasis from the survey that people wanted more transparency and less bricks. They are planning on softening the exterior appearances.

The SHED is all glass and steel and not brick at all – the trick is to preserve the original architecture while moving future construction ahead

Q: For the new housing structures, what is the plan?

A: One of the things they are focused on is increasing density rather than the lower-level spaces and they will likely recommend building styles like global village.

Comments:

- The faculty would like to have the parking decks moved toward the center.
- They did do a study to see walking distance to ensure the walk is no more than 7 minutes
- Conversation about the residential buildings: there is a big drop off on campus housing and if we had more housing on campus, we may have a higher retention rate. In the phase 1, they are looking at student housing as one of the highest priorities of housing

There was discussion that the university was not in the housing business and let the commercial developers take care of the housing systems. Students with housing rates that are higher on campus tend to have more retention.

Inexpensive student housing and how that may be possible:

- Riverknoll is the least expensive option. They are looking at some public private partnership opportunities to have an internal financial model and have more cost-effective housing.
- As a west Henrietta resident, myself, I think there may be some growth into west Henrietta by Lehigh station road.

Q: Will there be a more accessible entrance on the south side of RIT?

A: They are proposing that they close off the west entrance and make a prime prominent entryway on the east side.

P06.0 Preamble Environmental Sustainability – REVISIONS (*presentation files available on [RIT Digital Archive](#)*)

Enid Cardinal, Senior Advisor to the President for Strategic Planning and Sustainability

We have a policy that is committed to environmental sustainability. There is no responsible office, it was made in 2005, updated in 2010, and there is a need to update this.

Philosophical policies:

They are treated as university policies. There are a couple of routes that can be taken and they are looking for direction for the pathway:

- Update the current form and say in the preamble as a P policy that would shift to sustainability, integrate the UN sustainable development goals, the planet commitment for campus, and want to be compliant with regulations.

- That is something that the team could get together and come to the governing bodies for review and approval.
- There might be more detailed additional work and details for this process. We may integrate language around purchasing practices and integrate language and prioritize suitability as well as sustainability practices in design standards.
- Language around decarbonization operations
- Green cleaning policy
- Language reflecting the use of green cleaning chemicals that does not get lost

Looking for advice on how to continue:

Either as a "P-policy" or if they should make it more descriptive and look for representation and bring it forward through the governing bodies.

What other p-policies we have: Statement on diversity, and one on ethics. There are only 3 in total. They are not policies; they are statements of philosophy.

Comment: I think that I was on the committee when p-policies were first invented. This is hazy, and on principle I would support making anything not a p-policy because I don't think they should exist.

Student Conduct Update (*presentation files available on [RIT Digital Archive](#)*)

Jessica Ecock Rotundo, Associate Director

Greg Beattie, Conduct Coordinator

They have a quick presentation and will review with annual report

They are going to do some updates and talk about themes and data.

Just a quick update. They did vote on Policy D18 and D18.1 – this was brought to all the groups and was voted on successfully and was updated last time he was here. When Jennifer left, she moved to Florida and they hired a new senior staff assistant and it has been very exciting having them on board. There are a lot of new faces over in Residence Life and they are doing retraining in student conduct work.

Jessica presented her dissertation and looked at the benefits of gender identity for student conduct work. They will return on the 12th for a vote on these revisions at UC.

D18/D18.1 is the student code of conduct they have been working on this year.

Covid accountability. Reports relating to covid violations. About 50% of reports were made in the fall relating to covid. They are seeing a decrease in these reports and see things coming back to a pre-covid rate. The campus is starting to return to more students gathering. They are starting to feel like things are back to normal.

NYS has legalized recreational cannabis use. They feel they are seeing more anecdotal reports on this issue, but this could be similar to pre-covid numbers and can look back at pre-covid numbers. Cannabis numbers may have increased due to legalization.

After dispensaries are allowed, they will see if there is an increase in reports.

Sexual and gender-based misconduct policy (C27.0 policy). First hearing was held this year and these hearings require cross examination. They are working on this and will present data in the future

Pathway for students to resolve sexual and gender-based conflict: they like to resolve the issue administratively without going to a hearing if it is appropriate and students are interested. Admirative review instead of a live hearing.

The Biden administration is hoping to put out more proposed changes for anything related to sexual and gender-based misconduct plocoids that we will respond to appropriately.

We always show numbers:

These are some of the values they have seen with conduct and these conversations. These have had 199 student conduct hearings. This is within regular bounds. They have had about 29 good Samaritan meetings which is more than before. They are asking for help from the RAs and Public Safety if a person has drunk or smoked too much. They have 8 mutual resolution agreements so far and students have been accepting those well.

Five options in these cases

- Not responsible, warning, probation, suspension (impermanent expulsion), and expulsions (permanent).

Focus on education and producing different avenues for students to reflect and make better decisions.

They are recruiting Conduct Advocates!

- They need people in this role
- Apply via the website or email studentconduct@rit.edu
- Great way to serve the community, give back, and support students.

Comment: Initial reservations when seeing the full presentation on the cannabis side. Over legislation and mass incarceration - especially in marginalized and smaller communities. As the state is becoming more lenient, is it concerning to see more strict policies.

We do have to follow federal laws, but the goal is not to make it any stricter than these laws. The response to cannabis is currently similar to alcohol. You have to be 21 to smoke or use cannabis recreationally. Alcohol, cannabis, and other drugs should be treated the same.

Comment: Cannabis is different than alcohol because of secondhand smoke.

Imagine RIT (*presentation files available on [RIT Digital Archive](#)*)

Ann Miller, Director, Imagine RIT

Lynn Rowoth, AVP Special Events & Conferences

High level things to go over: Mission to showcase the creative an innovate spirit of RIT to greater Rochester and the world. They will be in person for the first time in 3 years but also have the virtual aspect

150 new exhibits and 22 are part of TAD, 77 are virtual, and 69 are virtual as well as in person.

TAD Competition

Technology, the Arts and Design Competition - highlight how RIT is a combination of these three ideals.

What is new this year:

Live streams: they have an opening show that will be an hour program hosted by local meteorologist in the Fieldhouse

The Futurists Symposium will be in the Wegmans theater,

- The hour-long program will be placed on the WHAM broadcast at Noon
- The awards ceremony will be at 1:00pm
- For the Futurist Symposium, this is first come-first served.

Q: What will the covid policies be?

A: Indoor will require proof of vaccination.

New Business

- None

Meeting adjourned at 4:51 p.m.

Attendance – see next page.

Attendance March 30, 2022

Name	Relationship to UC	Attended	Name	Relationship to UC	Attended
Abushagur, Mustafa	Member-FS		Laury, Dino	Member-FS	x
Aldersley, Stephen	Member-FS		Loffredo, Joe	Non-Voting Member	
Betlem, Carla	Member-SC	x	Maggelakis, Sophia	Member-Dean	
Buckley, Gerard	Member-Dean	x	Merrick, Alexa	Member-SG	
Button, Amy	Member-SC	x	Milliken, Renee	Member-SC	x
Carrington, Keira	Member-SG		Moore, Emily	Member-SC-Alt.	
Castillo, Jaime	Member-SC		Mortimer, Ian	Non-Voting Member	
Castleberry, Phil	Non-Voting Member		Mozrall, Jacqueline	Member & EC	X
Crawford, Denton	Member-FS		Munson, David	Non-Voting Member & EC	X
Cummings, Twyla	Non-Voting Member	X	Nasr, Nabil	Member-Dean	
D'Amanda, Elisabetta	Member-FS		Pinkham, Jo Ellen	Non-Voting Member	
DeHond, Bridget	Member-SG	X	Prescott, Joanna	Member-SC-Alt.	X
Edwards, Doreen	Member-Dean	X	Provenzano, Susan	Non-Voting Member	
Ferrari, Christopher	Member-SG	x	Pyatt, Adrian	Member-SG	x
Finnerty, Bob	Non-Voting Member		Raffaelle, Ryne	Non-Voting Member	
Gallagher, Maureen	Member-SC		Ramkumar, S. Manian	Member-Dean	X
Ghazle, Hamad	Member-FS	x	Randrianarivelo, Lucas	Member & EC	X
Granberg, Ellen	Member & EC	X	Reeder, Gina	Member & EC	X
Haake, Anne	Member-Dean		Robinson, Natalie	Member-SG	
Hadi, Abu Syeed	Member-SG		Sheffield, Chip; SOIS (sprg 2022)	Member-FS	X
Hall, James	Member-Dean		Shuey, Jay	Member-SG	X
Harrington, Gabrielle	Member-SC	X	Sood, Neha	Member-SC	X
Herman, Vanessa J.	Non-Voting Member		Sparkman, Torrence	Member-FS	
Heyman, Emily	Member-SC	x	Stenport, Anna	Member-Dean	
Hill, Jennifer	Member-SG	x	Stowe, Brendon	Member-SC	
Hudson, André	Member-FS		Tolossa, Natnail	Member-SG	
Hughes, Mi-Andre	Member-SG		Travis, Luca	Member-SG	x
Hull, Clyde	Member & EC	X	Trierweiler, John	Non-Voting Member	
Inclema, Ali	Member-SC-Alt.		Wang, Yong Tai	Member-Dean	
Jenkins, Keith	Non-Voting Member	X	Watters, Devon	Member-SC	X
Johnson, Dan (fall 2021)	Member-FS	X	Watters, James	Non-Voting Member	
Johnson, Sandra	Non-Voting Member		Williams, Eric	Member-FS	
Johnson, Scott	Member-FS	X			
Jokl, Todd	Member-Dean	X			
Key: EC=Executive Committee; AS=Academic Senate; SC=Staff Council; SG=Student Government					

Interpreters: Carolyn Kropp and Donna O'Brien