

Indiana University South Bend
Meeting of the Academic Senate
19 October 2001

Members Present: Aghimien, Peter; Anderson, Gretchen; Anderson, Sue; Bailey, Max; Bartholomew, A. Wayne; Bender, Eileen; Bennion Turba, Elizabeth; Blodgett, James; Blodgett, Linda; Bruning, Earl; Bushnell, Peter; Clark, Karen; Colborn, J. Randall; Colborn, Nancy; Collins, Louise; Cress, Susan; Demmon, Terri; Detlef, Joanne; Fisher, Linda; Fox, Mark; Fred, J. David; Fritschner, Linda; Furlong, Patrick; Garber, Lawrence; Guillaume, Jr., Alfred; Hakimzadeh, Hossein; Harrington, Charles; Herschede, Alfred; Huitink, Geraldine; Herr, John; Hurst, James; Isaacson, Randall; Joray, Paul; Karakatsanis, Neovi; Karl, Katherine; Keen, Mike; Kern, Gary; Lewis, John; Lucal, Elisabeth; Makielski, Marta; Metelli, Joan; Mettetal, Gwendolyn; Meyer, Jon; McMillen, Douglas; Mortimer, John; Muralidharan, Raman; Newcomb, Paul; Pickle, J. Michael; Pierce, Patricia; Quinn, Charles; Robinson, Gabrielle; Roth, Elaine; Russo, Michele; Sabbaghi, Asghar; Sage, Sara; Saksena, Pankaj; Scanlan, Margaret; Scheessele, Mike; Schwartz, Bill; Schwartz, Ruth; Schult, Carolyn; Shafii-Mousavi, Morteza; Shlapentokh, Dmitry; Shore, Steven; Smant, Kevin; Smith, Kenneth; Sofhauser, Cynthia; Sovereign, Rae; Sprague, Constance; Tetzlaff, Monica; Trench, Genevieve; Vetter, Kathleen; Williams, Lynn; Winicur, Sandra; Wolfer, James.

I. Administrative Reports

A. Chancellor Perrin (Read by President Vollrath):

I'm pleased to advise you that I've just approved twenty faculty lines for the 2002-2003 academic year. Eleven of these positions are tenure-track while the remaining nine are visiting. The total cost of these lines is estimated at \$1.2 million. These expenses, however, should not be viewed as costs but as an investment in the campus' future. When all is said and done, the net salary savings should amount to approximately \$390,000 for next year. While this is approximately 50% less in terms of salary savings than we had this year, I still remain optimistic that we can balance next year's budget even in this tight economy.

I hope you will be pleased by this information and I look forward to being with you next month.

B. Vice Chancellor Guillaume

Of the many strengths at IUSB, I can confidently attest to the extraordinary quality of this faculty. The commitment to teaching, research and service that characterize this university makes the job of vice chancellor for academic affairs a joy. Among the Indiana University regional campuses IUSB stands apart. Here there is genuine sincerity to collegiality, respect for individual opinion, concern for the welfare of the common good and a selfless earnestness to contribute to IUSB 's prosperity. That is the spirit that drew me to this campus just over two years ago. I feel blessed and privileged to begin my third year with you. I stand here today with the same enthusiasm, the same energy and the same commitment I had when I arrived.

My remarks this morning on the state of Academic Affairs will center on four key areas: retention, strategic planning, budgeting and general education. We have undertaken a journey of evolutionary change grounded firmly in collegiality, mutual respect and extraordinary teamwork by talented staff, faculty and administrators from across this campus. The cornerstone of our work in Academic Affairs has been the four university priorities: focus on students, academic excellence, partnership with community and improved image of IUSB.

Retention. In Fall of 1999, we experienced a decline in enrollment and consequently a shortfall in the budget. We did not plan adequately for this unexpected shortage. Since then, I have worked with the deans, and the deans with their respective faculties, to set reasonable enrollment targets that are consistent with demographic and economic realities and that fall within the budgetary resources available to us.

A re-alignment of Student Services within Academic Affairs brought a closer alliance between faculty and staff and between faculty and prospective students. The recruitment and retention of students are

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responsibilities that we as faculty equally share with Student Services staff. Faculty are now partners with Student Academic Support Services in the recruitment, admissions, orientation, testing, placement and advising of students. This model of engagement places us at the zenith of a student-centered campus. The synergies among student, staff and faculty lay the groundwork for a shared responsibility for IUSB's academic prosperity. I take great pride in the faculty of the College of Liberal Arts and Sciences who have been trailblazers in modeling this shared responsibility for a student centered campus. This Fall's increased enrollment heightened demand for classes. So that no student be turned away, the faculty in LAS responded eagerly by increasing class sizes. This alone will not assure retention; we must be vigilant in placing students properly and we must periodically re-examine our tools for placement. I applaud the English and math departments who are re-thinking and reconsidering prompts and placement protocols.

Although LAS has taken the leadership in the advising of students, the faculty in B&E, Education, and SPEA are developing models of their own. The School of the Arts and the Division of Nursing and Allied Health Professions are veterans in direct admits but are committed to a re-examination of their respective protocols as well. By Fall 2002, every college will be working with entry-level students in orientation, placement and advising. Because some services will, of necessity, remain centrally within student Academic Support Services, I have asked Karen White and the Student Affairs Committee of the Senate to work together to determine what activities will be administered centrally. I am interested in collaborative approaches to all admissions and retention activities between the colleges and Student Academic Support Services.

Critical to our retention efforts has been the five year Lilly grant which is now in its last year. Our most recent data indicate that IUSB has exceeded the goal of 60.2% persistence from first to second year by 0.1 %. Although this is a modest gain, and I would like to see our goal rise to 70% within the next few years, we are at least moving in the right direction. Through the interest gained from our Lilly grant, we have been able this year to hire a Learning Disability Specialist, Donna Lamborn. She will be key in creating appropriate learning and study strategies for learning disabled students and will assist faculty and students in appropriate accommodations.

We were fortunate this year to receive through the Trustee initiative the use of one percent of the tuition increase to enhance our retention efforts. Funding is being used to support new initiatives related to the Student Activities Center and to provide alternative funding for continuing persistence activities.

Another important element of our retention efforts is the Trustee initiative that converts associate faculty to lecturers. We were able to hire eleven lecturers this academic year and we will hire twenty-nine over a three year period. While this is not the most satisfactory approach, it does increase our students' access to full time, well trained faculty.

Strategic Planning: I once worked in a small university that for a while was under financial stress. For us the axiom was very clear: plan or perish. To ensure a secure future for IUSB, we must plan and operate strategically. I broached the subject of planning two years ago with the Campus Directions Committee when it was chaired by Paul Herr. Our recent NCA visit affirmed the necessity of effective planning. Will planning solve everything? Not really. But, if it is good planning, we can take comfort in knowing that our resources are being used to the maximum benefit.

At the moment, we are under some financial stress; we're not desperate but we must make some decisions if we are to thrive and prevail as an institution of academic excellence. I am happy to report that strategic planning is alive and well at IUSB. Headed by Eileen Bender, the Campus Directions Committee, will soon be hosting campus conversations around six critical themes: 1) Foster Student Learning, Access and Success; 2) Encourage and Maintain Academic Excellence; 3) Enhance Diversity in the Curriculum,

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Classroom, and the Campus; 4) Strengthen Partnerships with the Community; 5) Reflect and Expand a Global Perspective; 6) Heighten the Recognition of IUSB's Resources and Achievements. These conversations will help shape IUSB's future. It is absolutely critical that everyone in this room participate. What we value, what we like or dislike about IUSB, what changes we would make, what is essential for the future needs to be heard. The strategic planning process is an invitation to share in IUSB's future. We are all stakeholders and we must plan sensibly and systematically. We must examine carefully and honestly where we are today and plan realistically for where we want to be three, five, or ten years from now. I am confident that we will do so

Budgeting: Two years ago we instituted a consensus approach to problem-solving within the Academic Cabinet. There is usually lively debate and frank and open expression of ideas and opinions. We have learned to trust one another and to value that trust. Our decisions are made in the interest of the common good. We agree, disagree and reach consensus. We approach budget decisions in the same way. The annual budget process involves all the shareholders. Open meetings are held and active consultation with faculty is a priority. Our process was recently tested as we attempted to respond to the projected budgetary shortfalls for next academic year. Our aim was to assist the chancellor in his response to President Brand's directive that we present to him by November a plan for a balanced budget for the AY 2002-03. We began our work this summer with a small group including a couple of the deans, my staff, David Vollrath and me. Paul Herr joined the group in the Fall. We determined that a reduction of approximately \$500,000 in the Academic Affairs base should be the appropriate contribution to the campus' restructuring of expenditures. We did our work collegially and presented our results first to the full Academic Cabinet and then to the Senate Budget Committee. We asked for feedback and recommendations. We then presented to Chancellor Perrin a reduction in the Academic Affairs base of \$492,000. He will make the final decision after appropriate consultation. However, we requested that, if at all possible, Academic Affairs be held harmless and that cuts be taken elsewhere within the University.

We also used a consensus approach in determining what faculty positions will be replaced next year. Thanks to the chancellor we are now able to begin searches. Soon we will distribute the additional \$30,000 S&E we received this year to the various academic units. That distribution will be made based on need.

These budget exercises this summer and Fall have awakened an earnestness among the deans and other members of the Academic Cabinet that we need to be more pro-active in budget planning, that we need to distribute our resources in ways that further our university mission. We are keenly aware that we can't do all things and that some units deserve more support than others. Hence, the Academic Cabinet has requested that I, in collaboration with the Academic Senate, convene a small group of faculty, staff, and administrators to examine whether we can maintain the current level of academic programs and services with the available financial resources. This is a tough job and will require that hard questions be asked. But it is a task that must be done if we are to maintain our vitality and integrity. This committee will in no way usurp the academic planning and program reviews within the colleges and academic units, nor will it replace the work of the Campus Directions Committee. Rather, it will complement the work that these groups do.

General Education: Last year with the help of the deans and the Academic Senate, we initiated a review of general education. The committee, chaired by Jerry Hinnefeld, has engaged the entire campus community in discussions about goals and structures for a campus-wide general education curriculum. The committee has identified three general education curricular models: the Core Curriculum Model, the Integrated Areas of Inquiry Model, and the Coherent Cluster Model. Each has its unique strengths and characteristics. I encourage you to study each of them and to let your opinions be known to the committee. As I reflect on the events of September 11, I am even more convinced of the intrinsic value of a coherent general education requirement for an IUSB degree. To understand what happened that day and to appreciate the world that we have become, it is imperative that our students have a firm foundation in religious thought, government,

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history, language, politics, economics, anthropology, social systems, scientific theory and philosophical thought. It is less important what general education we choose; it is more important that our students' educational experience be an integration of a collective body of knowledge, that they extrapolate from their IUSB education a confluence of knowledge rooted in an intellectual understanding of the human condition. Throughout the entire curriculum we must cultivate critical thinking among our students that will foster creative discernment and active engagement in the world.

Before closing, permit me to give you a brief overview of how we are occupying our time within Academic Affairs. With the plethora of activity that we are engaged in, I am blessed to have a truly outstanding staff. During the coming year, our office will be assisting the schools and colleges in the review of all associate, bachelor and master degree programs as mandated by the Indiana Commission of Higher Education. We are currently working with the academic officers of the other campuses to adopt common principles of investigation and common reporting formats. This work has to be done by the end of the academic year.

So that we can be in a better position to attract students, we are currently working on a Michigan reciprocity proposal for consideration by the IU Board of Trustees that will allow Michigan students to attend IUSB at in-state tuition rates. IU East has a reciprocity agreement with bordering counties in Ohio and IU Southeast has a similar agreement with Kentucky.

Although it is unlikely that we will receive additional funding for the development of new programs in the future, we did develop this past year six program proposals that were approved by the IU Board of Trustees. Two of them were also approved by the Commission but did not receive funding through the legislature. On a happier note, IUSB did receive additional base dollars for Fall 2002, for development of an Informatics program as part of the new system-wide School of Informatics. Currently, Tom Miller is working with Deans Schwartz and Shillingsburg to develop an Informatics program suitable to IUSB and to the needs of our local community. On a different front, I am also pleased to report that a small group of faculty within the College of Liberal Arts and Sciences have begun conversations about an African American Studies program. Such a program fits well with our newly established Civil Rights Center and will be welcomed by many of our students and, if established, would be instrumental in attracting minority students.

Academic Affairs is also working in concert with other IU campuses to assure course transfer equivalency between and among campuses. During this past year, IUSB faculty reviewed course descriptions and requirements for all 100 and 200 courses offered both by IUSB and other campus. We are currently working to finish the same review process for 300 and 400 level classes. We appreciate the quick turn around by faculty in this important work.

Thanks to Lisa Shaffer and Lynn Williams we have completed the associate to bachelor's degree articulation plans for all AA/AS programs currently offered by Vincennes University as part of the Indiana Community College initiative.

As I've alluded to earlier, we are making significant gains in the professionalism of our recruitment and admissions offices. We've received a Ventures Fund grant to increase the percentage of students who enroll. Through this grant we automated our mailing infrastructure and have developed a series of mailers, letters that go to students at various stages in their admissions process. Thanks to the creative efforts of the staff in admissions and in public relations we now have new marketing admissions material including a view book, new admissions and financial aid applications, and folders. We have added to our communication cycle reminder postcards for placement testing, registration, orientation, advising, and opportunities about career placement. Our advertising outreach has been expanded to include periodic radio ads that feature one of the colleges. You may have also seen the "What do you want to be" billboards situated at key intersections across the city. I also remind you of our Transitions program that we initiated last year with Ivy Tech that

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assures future admission for those students who do not initially meet our entrance requirements.

Beginning with Spring 2002 registration that opens on November 5th students will have Web access to the IU Registration system. Web registration will give students a second point of off-campus access for course registration. Telephone registration will continue to be available. Both registration methods are available between 7 am and 10 pm on weekdays, 7 am to 5 PM on Saturdays, and 10:30 am to 5 PM on Sundays.

In February, Ted Hengesbach will retire. He is a legend within General Studies. We, I, thank him for his vision, his caring, and his dedication to our students in General Studies. He believes firmly in alternative approaches to a college degree. It is to his creative vision that our General Studies program is unique among IU campuses with its introductory and capstone courses. He cannot be replaced nor will we attempt to do so. I have been working with the faculty advisory committee, the alumni committee, and others within the university to propose an alternative administrative structure that will assure the continuing vitality and visibility of General Studies as an alternative degree for our students. I will announce shortly how General Studies will be restructured; we are still working out fine details with personnel from IU.

As you can see, we are busy in Academic Affairs. I can assure you, we have fun. Our work is rewarding. I've reported the progress we have made in reaching many of the goals that you will find listed on the Academic Affairs web page. In my next VCAA Newsletter I will publish what we hope to accomplish this year but for a moment let's take a microscopic look into the future.

Chancellor Perrin through the capital campaign, the opening of the new Student Activities Center and the proposed construction of the bridge across the St. Joseph River has laid the foundation for an extraordinarily bright future for IUSB, for which we are grateful. We can build on that to accomplish the following: 1) I would like to see our faculty and students more engaged in international courses of study. I would like more international scholars on this campus and would encourage more of our faculty, like Monle Lee did this semester, to participate in the Fulbright Scholars program. Next weekend, I will be hosting a visitor from the University of Toulon, who will be with us for several days. My wife and I had the pleasure of visiting the University of Toulon this summer. The University there is interested in faculty exchanges (faculty may teach in English at the University of Toulon) and in faculty participation in the university's annual colloquium which is always centered around a theme; the proceedings are published. He is, of course, interested in student exchanges which we must encourage more and for which we must find university support; 2) We will rededicate ourselves to our retention efforts. As I mentioned earlier, I'd like for us to have a retention rate of 70% from freshman to sophomore year; 3) We must continue to work to reduce our dependency on associate faculty. The Trustee initiative is fine, but we must find ways to re-allocate dollars to create more tenure track positions; 4) Diversity is key to our university. We, must find strategies to increase diversity among our staff, students and in our curriculum. Each Fall I host a breakfast meeting with Hispanic and African American community leaders and I encourage everyone present to be responsible for recruiting at least one minority student for next year's entering class; 5) I've already described our efforts in strategic planning and my interest in assuring that careful planning yields unlimited opportunities; 6) Leadership is critical for our university's success; we've hired excellent deans in Miriam Shillingsburg, Tom Miller and Bill Schwartz. We must do the same for Education and Nursing and Allied Health Professions; 7) Our campus program reviews and those we do for ICHE are essential; we must also participate actively in the assessment activities of this campus. I am delighted that the recent call for grant proposals in assessment has yielded sixteen proposals; 8) The deans and I are committed to working aggressively with the Senate Budget Committee and with the Vice Chancellor for Fiscal Affairs to assure wide participation in budget decisions and allocation; 9) We must find new ways to enhance funding of the library; 10) If we are to remain competitive in undergraduate and graduate education, we must continue to be pro-active in the integration of technology in our curriculum; we must find creative ways to use technology funding to enhance both teaching and learning and to expand the definition of how technology

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funds are used in these processes.

I close by saying that if we are to continue the tradition of academic excellence that characterizes IUSB, we must listen to all the voices and know that we won't always agree but feel confident that healthy debate preserves academic integrity. Differences of opinions enrich us. The deans, the Academic Cabinet, the staff, the Academic Senate, have made gallant and prescribed efforts to work as a team, to solve problems earnestly for the common good, and to reach decisions through consensus and with shared respect. I believe we have achieved these things in Academic Affairs and I pledge to continue to work in partnership with you this year and the years that follow to assure that IUSB remains the educational treasure of Michiana and Indiana. Thank you.

QUESTIONS:

Comment: You mentioned that we've exceeded our goal of retention by .1% and you said something about that being a modest increase. I haven't seen recent figures. ... Some time ago, I thought our retention rate was somewhere in the neighborhood of 50% which seems to me ... [that,] if we went from 50% to 60%, that seems to be quite an improvement. That's a 20% improvement over 50% and seems to me ... that really is a fairly significant impact.

Comment: I'd like to supplement what he's said: It seems to me that our retention is far greater than other regional campuses.

II. Meeting called to order at 10:05 a.m. by President Vollrath.

III. Action on Minutes: 21 September 2001. Moved, seconded, and approved.

IV. Officer Reports:

A. President Vollrath

I will present a number of reports from the Executive Committee, from the UFC, and from the Chancellor's Search Committee as well as some announcements.

Executive Committee: At its last meeting the Executive Committee met with Betsy Lucal, Chair of the General Studies Committee, and we, as an executive committee, expressed our commitment to General Studies. I have since met, as President, with Vice Chancellor Guillaume to express the Executive Committee's views on the future of General Studies.

We also discussed the role of the Student Affairs Committee with respect to the Advisory Board for the Student Activities Center. The Executive Committee felt that the Student Affairs Committee should have a representative as one of a number of members on the Advisory Committee for the Student Activities Center.

We also noted that there is discussion about the status of the Assessment Committee underway and we may, as a Senate, have a proposal to amend our Constitution to make the Assessment Committee one of our standing committees. You may recall several years ago the Senate passed a resolution that the Assessment Committee should be an Academic Senate Committee in the interim; however, a proposal to actually specifically amend our Constitution has not come forward, so this is what is now pending.

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The R&D Committee has recently sent to the Executive Committee a proposal to specify that its terms of service be staggered two-year terms to assure continuity. [A Constitutional proposal to that effect] will be on the Senate Agenda in November.

We've also asked the Academic Affairs Committee to review procedures on plagiarism and to update the procedures that are in effect to reflect [that] ... there is no longer a Vice Chancellor for Student Affairs. That position is named ... in the procedures for dealing with plagiarism and, so, the Academic Student Handbook needs to be updated to reflect this change. ...

UFC: I attended the most recent meeting of the UFC and, so, will offer a report on that meeting.

The single action item was a policy on the release of student information, which constituted an update to earlier procedures. That was passed by the UFC. It was noted in passing that the recent events had prompted a move by the government to seek information on international students and that the Buckley Amendment has been interpreted by the Department of Education to allow some greater release of student records to government agencies. That was a point of information made in passing.

There is also an update on the intercampus transfer policy implementation. As Vice Chancellor Guillaume noted, this is going on now on all the campuses. Last year we had taken care of 100- and 200-level courses. This current year we are addressing 300- and 400-level courses.

At its next meeting, the UFC is likely to consider a report on the distinguished professor ranks and how those individuals are chosen. ...

Chancellor's Search Committee (Provided by Nanci Yokom, Co Chair, and read by President Vollrath): The Search for Chancellor of IUSB is in its early stages. The committee is now fully formed with 19 members, 10 of which are faculty. A list of the committee members is on the w drive under chansearch. The ad appeared in the October 12th edition of the Chronicle and is appearing in the journals on the websites listed in the Marketing Plan. The search committee has received applications in response to the ads.

The search consultants spent a day on campus October 9th. They met with students, faculty, staff, and alumni. The consultants found the day very helpful and will use the information they gathered to assist them in recruiting applicants. The search committee will be meeting in the next few weeks to finalize and approve the Position Specification, a document that will be sent to all interested applicants. As soon as the document is approved, it will be available on the w drive.

The Campus Directions Committee will be meeting with search committee soon to share their pre-search prospectus report.

Again, we are asking you to help us identify qualified candidates. Please refer to the Nominations Form on the website for instructions. Or call or email the search consultants.

We look forward to your participation in the search process and will keep you informed of the progress of the search.

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Questions:

Q: Did the Executive Committee play any role in the selection of the faculty members in the Chancellor Search Committee?

A: No.

Announcements:

President Vollrath: After I'm [finished], there are a couple of folks in the audience who have additional announcements.

First of all, I'd like to remind you that the **United Way** campaign is now in swing and to encourage you to consider the materials that you have or will soon be receiving from your unit volunteers. You can reply to the unit volunteers or send contributions to Reza Espahbodi, in the Chancellor's office, or John Huntly, in Human Resources.

At noon, today, the **Dean's Seminar** is offered by Margarete Feinstein. The title is "Contested Terrain: The Brandenburg Gate, the National Flag, and Competing German Identities, 1956-1959." It will be in the Board Room at noon.

Our meeting next month, on November 16th, is scheduled to occur at the same time as the **Conversations on Race** and so I want to bring that to your attention. There will be [sessions] at 8:30, at 10:15, and at 12:30 and so you can certainly attend some of those sessions as well as this meeting. ... On Saturday, November 17th, Congressman John Lewis will be giving a keynote address in the main auditorium at 3 pm.

Kevin Smant has an announcement:

This has to do with the Chancellor's Search and Screen Committee. On behalf of the two committees that I chair, the Associate Faculty Advisory Committee and the Non-tenure Track Faculty Policy Committee, I have sent an email to President Miles Brand and I wanted to simply alert you to that. It's not long so I'll quickly read it.

Dear President Brand,

... Committee for selecting a new Chancellor for IUSB is up and running and we thank you for your roll in that. We also are pleased to see that so many constituencies at IUSB are represented on this committee. We are concerned, however, that one very important IUSB constituency is not currently represented and that is the contingent of non-tenure track faculty.

Non-tenure track faculty remain one of the largest groups on our campus. IUSB continues to employ close to 300 associate faculty members. In the fall, part-time faculty teach close to 40% of the credit hours offered here. Meanwhile, ... non-tenure track lecturers are increasing in numbers on our campus. Just this year, eleven new lectureships were created and filled at IUSB, according to a plan creating such positions which you urged us to implement. This is a plan, by the way,

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which we here very much support and we thank you for taking the initiative on it. Thus, the growth in non-tenure track faculty constituency is clear. We believe that these faculty members have important issues facing them—issues both unique to them and important to the entire IUSB campus and, hence, issues that a new chancellor will have to address. We believe, therefore, that it is important that they be represented on the Chancellor’s Search and Screen Committee. ... [W]e urge you therefore as soon as possible to add both a member of IUSB’s associate faculty and a full-time lecturer to the committee. We can suggest possible candidates if need be. ... On behalf of a unanimous Associate Faculty Advisory Committee and a unanimous Non-tenure Track Faculty Policy Committee on this issue ... we look forward to a timely resolution of this issue.

I wanted all of you to know about it and I hope we have your support. Thank you.

Steven Shore: ... We are hosting a talk on Thursday, 25 October, at 7: 30 PM by Dr. Fred Adams, Physics Department, U. Michigan, Ann Arbor: “INTO THE DARK: The Long Term Fate of Astrophysical Objects in a Dying Universe.” An announcement will soon be sent to all faculty.

Adjournment: Motion to adjourn. Seconded. Approved. 11:00 a.m.

Respectfully submitted, Neovi M. Karakatsanis, Secretary of the Academic Senate