2020-2021 FACULTY SENATE XXVI - November 15, 2021 Minutes Summary

Faculty Senate

Follow this and additional works at: https://scholars.unh.edu/faculty_senate_agendas_minutes

Recommended Citation
Faculty Senate, "2020-2021 FACULTY SENATE XXVI - November 15, 2021 Minutes Summary" (2021).
Faculty Senate Agendas & Minutes. 48.
https://scholars.unh.edu/faculty_senate_agendas_minutes/48

This Text is brought to you for free and open access by the Faculty Senate Documents at University of New Hampshire Scholars' Repository. It has been accepted for inclusion in Faculty Senate Agendas & Minutes by an authorized administrator of University of New Hampshire Scholars' Repository. For more information, please contact Scholarly.Communication@unh.edu.
Meeting called to order at 3:10 PM on November 15, 2021, via ZOOM

MINUTES SUMMARY

I. Roll: The following members were absent: Gass, Harvey, Knowles, and Salvio. The following senators were excused: Innis, Malley, Radmanovic. The following were guests: Wayne Jones, Kate Ziemer, Cameron Wake, and Jennifer Andrews

II. Remarks by and questions to the provost

- Provost Wayne Jones provided an update on the FAR, STAR, HR, and the financial restructuring effort, saying that there is continued work going on and efforts made to improve the processes overall as well as an effort to provide more clarity to individuals. He shared some slides that will be posted on a SharePoint site that is accessible via the provost website. The list of expected improvements on the finance side includes unit-level dashboarding, a FOAPAL lookup tool, a plan to handle cash on campus. On the procurement side, there is a list of actions completed. In the Research organization, the list includes revisiting p-cards for critical projects as well as digging into Kronos issues.

- Wayne explained that there is work happening with student groups in connection with the recent sexual harassment protests. Some administrators, including Chief Diversity Officer Nadine Petty, have met with the students to discuss their list of 13 action items/demands. There were no surprises on the list and the university had already been working on some of these. The next meeting with that student group is scheduled and the plan is to provide some initial responses to their list and then work with the students going forward. There are some good ideas and some things that the university can do within the law, and some that aren’t allowed by law. To effectively communicate those laws is part of the educational process as the administration works with the students.

- An internal review on the hiring of Professor Dan Howard has resulted in the decision that hiring an external Title IX expert to do a deeper dive is the best way to put us on the path of continuous improvement. It appears that UNH followed all the correct processes. However, the university will be asking the expert to not only look at how the processes were applied in 2015/2016 but what new things should we be doing today? Some of those things will be turned on in this year’s searches. A meeting of department chairs is being scheduled in December to review this topic. As well, an additional meeting for all department chairs and all search committee chairs will be held in December on this.

- In connection with the vaccine mandate, the federal government has moved the deadline to January 4, but they did not change any other guidelines. There have been some court injunctions against vaccine requirements. None of those impact federal contracts. They only affect OSHA requirements, therefore, UNH is still moving forward with the January 4 date and working on communication so that individuals know that. Wayne said that this is in the community’s best interest. If individuals have a medical or strongly held belief/reason to not be vaccinated, there is a process available for that.

The state’s mobile vaccine clinic will be coming to campus on Saturday and will include booster shots. There will be an announcement sent on this.
- Work continues with the deans on hiring requests. Phase 2 requests have been completed. There will be 50 searches going on this year despite the financial challenges and because of the hard work being done to maintain our financial health. Wayne said that he will advocate strongly that we continue to hire at this rate.

*Provost Jones offered to take questions:*

A UNH Law professor asked about the vaccine exemption process for medical reasons and strongly held beliefs. He asked if the exemption goes beyond religious reasons or not. **Wayne** responded that the language in the federal contract(s) refers to religious exemption or strongly held beliefs. This has been included for a number of years in connection with other vaccine requirements on campus. For individuals with a strongly held spiritual belief, that is considered a qualifying situation. One does not necessarily have to say they are of a particular religion or have a letter from a spiritual leader to qualify for this kind of exemption.

The same professor asked whether the university has done any kind of assessment about what the enforcement process is going to be once the requirement is in effect. Wayne responded that in cases where an individual has not been vaccinated or covered by a waiver by January 4, that is going to be a very difficult circumstance and HR and others have been looking at how we'll manage it. The guidance from the White House is that the first round is an opportunity for education, an opportunity for engagement and dialogue about what the expectation is, and a termination event should be an absolute last resort. On a short-term basis, there will be lots of communication to update everyone across all three campuses. The total number of individuals, including faculty, staff, and student employees who, as of today, have not provided proof of vaccination or followed the requirement for a waiver, is approximately 800. In response to a question, Wayne said that approximately 31 of the 800 are tenure track faculty, but cautions that these numbers change every day.

The Senate chair also asked for clarification about work-study students and whether the vaccine mandate covers them. **Wayne** said that student workers are covered under the vaccine mandate. Work-study students, because their work is part of their financial aid package, are in a little bit of a gray area. The Department of Education has punted on providing a ruling as to whether they are covered by the mandate or not. At this time, UNH is communicating with them as if they are covered, hoping that the Department of Education will provide some final clarity. First and foremost, UNH will protect student financial aid packages no matter what. Secondly, we would like them all to be vaccinated, unless they have a medical reason not to. The vaccine rate for student employees is approximately 95%. This reflects really good compliance from that group.

A CEPS senator commented that the positivity rate tripled after Halloween and asked if there are concerns about Thanksgiving. **Wayne** acknowledged the Halloween wave and said he was delighted to see the numbers come back down. He does expect that there will be some bumpiness after the return from Thanksgiving. The hope is that students will be getting the booster as this is expected to reduce the positivity rate. Discussions are happening about other measures that could be turned on after Thanksgiving but there are no definitive conclusions yet.

A COLA senator asked about the possible situation of a student with a study abroad component in their program requirements (i.e., language programs and international affairs) and the student not being able to complete this requirement because their refusal to vaccinate affects their ability to study abroad. Has the university thought about how to handle this kind of situation that would cause the student to not finish their degree? **Wayne** explained that the vaccination policy for study abroad and internships is that students must follow the vaccination requirements for the site or the country where the student will be traveling to. To date, the university has not had the circumstance where a student has been unable to fulfill
their requirement or unable to switch to a different site. There have been cases of some students switching to a different internship site because they wanted to go someplace that did not require the vaccination. If travel to a study abroad site is an issue for a student in connection with the vaccination requirement the university will work with the student to try and help them complete their degree in another way.

A **COLSA senator** shared that a student had alerted him that they had received an email and Canvas notice about mandatory sexual harassment and sexual assault training with a December 31 deadline for completion. The senator pointed out that he wouldn't have known about this unless one of his students told him. He thinks that faculty should know about this, given the fact that this is a Canvas course, and it does create an obligation for students to do the course. Also, he asked what the plan is there for faculty and staff training on this subject? Students look at the fact that we don't know about their training and that faculty are not undergoing mandatory training. Some students have remarked that this is just “not cool.” How should faculty respond to these concerns? **Wayne** apologized for not sharing information about this during his comments. He said that faculty and staff have been taking a course in this area as part of their new hire orientation for years. For students, there was a program available. This past summer, NH RSA 188 was passed that required all faculty, staff, and students to do training on these topics. The decision was made in the summer to turn it on for first-year students through their orientation program. However, the rate of participation was very weak, about 14 percent. Therefore, the decision was made to push it out to all students through Canvas. There is a communication to faculty and staff about the training requirement that will be sent out in the next 24 hours and it will also contain the link to the faculty/staff training tool. Wayne said that he was under the impression that the announcement to students had not gone out yet, so this was a timing issue. The university is still working through how we are going to comply with the state RSA requirement for the faculty and staff training. So, more to come on this.

**Wayne** apologized that the student piece when out before the faculty/staff letter. **Wayne** said that there is a Title IX committee that works on these kinds of things, and it includes faculty, senate representation, students, and a SHARPP representative.

**The Senate chair** asked if Wayne could provide an update on the UNH/Granite State College merger. **Wayne** said that there have been some new things posted on the SharePoint site for this initiative that show some of the work that is going on with the working teams. There are about a dozen working teams. The SharePoint site can be found on the provost webpage. Wayne said that he will share more the next time he meets with the Senate.

**Kevin, the Senate chair**, asked about a recent meeting involving Wayne, President Dean, and some key people from HR about Kronos. The Senate will be talking about the Kronos issues today. Kevin asked if Wayne was able to provide a quick summary of that meeting. **Wayne** responded that Kronos is a tool that the university implemented to track time better and that it was necessary since UNH was out of compliance in many different areas. However, in the past several weeks some members of the Senate have helped to unpack some of the challenges, particularly around graduate students that are appointed or funded from many different accounts. Kronos was not picking up that well, and there is confusion among the offices involved on both what happened and what to do now. Wayne explained that he and President Dean have asked Kathy Neils and Louise Griffin to take this on and get an answer and a solution right away. Right now, the two solutions that were discussed on Friday involved a longer term one that is a Kronos implementation, and the other is a Rube Goldberg training solution. Neither option was satisfactory. President Dean asked those involved to figure this out and get back to him as soon as possible.

**Wayne offered to take further questions by email.**
III. Presentation and Q&A on UNH’s UCAP Climate Action Plan - Kevin Healey, the Senate chair, explained that the Senate’s Research and Public Service Committee (RPSC) offered a motion in 2019 that was approved by the Senate encouraging the university to comply with the goals set by the Intergovernmental Panel on Climate Change (IPCC). The report being offered today was arranged by the Senate’s Campus Planning Committee (CPC). Moein Khanlari introduced Dr. Cameron Wake from UNH’s Energy Task Force and Jennifer Andrews, the Campus Sustainability Project Director to provide an update on the UNH climate action plan.

Below is a transcript of the presentation with the slides that were presented.

Cameron Wake: Thank you for the opportunity to present and talk about work that many of us have had been doing on campus for several decades now. We are going to talk about our climate action plan. I'm here with my colleague agenda Jennifer Andrews. As well, Matthew Davis, Senate representative from Earth Sciences, has been on the Energy Task Force and has helped out as well.

This is the sort of the key paragraph from the motion that was passed back in 2019. You can see overwhelming support from the Faculty Senate as it encouraged the university to adopt these IPCC goals of a 45 percent reduction in greenhouse gas emissions from the 2010 baseline by 2030 and net-zero emissions by 2050.
This presentation is an update as the Campus Planning Committee has been charged with following up with this resolution. Jen is going to provide a little bit of a background on the work we've been doing on this for several decades now.

**Jen Andrews.** Good afternoon. Happy to be with you. By way of a brief introduction, I'm a Project Director in the Sustainability Institute and have been there for about nine years. I worked on a wide range of projects, including our HE STARS assessment, a project called SIMAP in which we support other universities across the country in measuring and managing their carbon footprints. And of course, in partnership with Cameron, Matt, and others I work to staff the Energy Taskforce and steward our climate action efforts. So again, my job is background and I'm glad to be able to share with you all that we are well-positioned to meet the need and the goal for climate leadership by the Faculty Senate and others because of our 2 + decades history of just that leadership.
UNH was one of the first universities anywhere to measure its carbon footprint back in 2001. And then in 2005, the Energy Task Force was founded first as a way to control energy costs and to leverage the expertise of faculty and the engagement of student leaders and in doing that work to control energy consumption and costs. That mandate quickly brought in from energy to climate broadly. And thanks to the fact that the Energy Task Force was already engaged in 2008 we were able to become one of a handful of charter signatories to the Climate Commitment, which is a national effort by higher education institutions. It's supported by a non-profit called Second Nature. And through that climate commitment, presidents of those institutions commit them to several things. First of all, to reach carbon neutrality. Second of all, to report our greenhouse gas footprint annually. And then third, to have an updated to maintain an updated climate action plan that has interim goals for reaching carbon neutrality.

And so, our first climate action plan published in 2009 set an interim reduction goal of 50% from our 2001 baseline by 2020. And as the graph that you're looking at on the slide indicates we more than met that goal. Our emissions in fiscal year 19 were 60% lower than in fiscal year 2001, in spite of growth at the university. That was due to key strategies like investment and combined heat and power, the eco-line pipeline, and renewable energy certificates which we're happy to talk about after.

In fact, those strategies were so effective that our 2019 emissions already met the goal set out by the IPCC. We were already more than 45% below our 2010 levels in 2019.
The next slide gives you a more detailed sense of what drives that footprint and what's behind those successes and reductions.

With buildings, for example, which make up about half of our footprint, significant reductions based on those strategies, the co-gen plant, Eco-line, and rec purchases and also a revolving Energy Efficiency Fund and work by the Energy Office. The fleet, both transit and non-transit vehicles, reduced by about 14 percent thanks to alternative fuel buses, E purchases, programs like departmental bikes. Commuting emissions from employees and students make up about a quarter of the emissions that we track. The reductions in that area have been primarily thanks to bringing students closer to campus and closer to Durham. We also do track, although imperfectly, emissions from business travel, and we have reductions there too, although that's based primarily on efficiencies off-campus, not on campus.

We are doing well, not only in absolute terms but also in comparative terms. When we look at a dataset of other campuses that have also signed that climate commitment and set reduction goals. They are all also required to report publicly. And our emissions per student are significantly lower, less than half of the average of all those campuses that have signed on to this commitment. And then, of course, we have also made more progress in reducing our emissions in the last ten years. So that's the kind of good news starting point for us going into this climate action planning process.
Cameron: As noted in the faculty senate resolution, the 2018 IPCC report again calls for a 45 percent reduction from 2010 levels by 2030. As Jen mentioned, we've already met that goal in 2019, so we are in really good shape right now. The next effort is really to get to net zero emissions by 2050. So, we've done a good job. We are taking the IPCC 2030 targets as a starting point. And then our next goal is really to meet net-zero emissions as soon we possibly can. In the development of the third version of WildCAP, “WildCAP 2021,” here is our goals.

WildCAP 2021: The Future 2021-2030

2018 IPCC report - limiting climate change to 1.5°C requires
- 45% reductions from 2010 levels by 2030
- net-zero emissions by 2050

UNH students, faculty, & staff demand leadership (e.g., Senate resolutions; ETF)

We are taking the 2030 IPCC targets (which UNH met in 2019) as a starting point,
And want to reach net-zero emissions ASAP
We separated out Scope one and Scope two emissions, which are essentially on-campus admissions whether we burn fossil fuel or whether they are from agricultural sources or any imported energy primarily in the form of electricity versus Scope 3, which is more sort of external greenhouse gas emissions but that we are responsible for such as somebody driving to campus or somebody taking a flight.

I will say that we developed this plan in the midst of considerable uncertainty in higher education as we were dealing with COVID. And that certainly had an impact on the goal-setting that we did. We have committed to a 75% reduction from 2010 levels by 2030. You might know we're already at 45%, so we're looking at an additional 30% reduction by 2030. And then we want to get to Net Zero carbon emissions for these sources as rapidly as possible with a target year no later than 2050 but we are hoping that might be 2040. What we will do is it the next time we have to update WildCAP in five years, I think we will have a better sense of where higher education is in terms of responding to COVID. And we'll be able to update that date on when we expect to meet net-zero emissions.

And then in terms of scope 3, we really need to get a better understanding of our overall footprint and expand our scope 3 reporting. And then we hope that we will actually meet a reduction in scope 3 emissions that is equivalent to what we have set for scope one and scope two.

So, what are we going to do to get there? We're going to do all the things that we've already been doing as Jen outlined. But we also identified the fact that it's going to require additional transformational change to meet our 2030 goal. First and foremost, we talked a lot about how we're going to be utilizing campus space in the future. It changed a lot during COVID. We are beginning a master planning effort with the new architect on campus. And we're going to have to have some serious discussions about how we utilize campus space. As you all know, there has been a lot of empty space and we spend a lot of money...
heating and cooling that space. So that's going to be one step and a place I would imagine that the Planning Committee at the least is going to be involved in engaging with and hopefully also with many other faculty across campus, as the master plan engages communities on space utilization in the future.

We aim to continue improving our building energy efficiency. The report that we wrote has a lot of details on energy use intensity for each and every building. And we just need to continue increasing that energy efficiency. We are not going to be building a lot of new buildings, I don’t think. We have to upgrade the stock that we have. And so, we're going to have to continue those investments. We're going to have to explore long-term renewable energy supplies. We have a wonderful renewable energy resource now that comes from methane landfill gas from Turnkey landfill that runs our co-generation plant. And that contract runs out in 2029. We are going to have to start doing some research. Is that contract going to be extended? Is there going to be renewable landfill gas? Or will we have to transition to something else?

We really need to accelerate the electrification of the UNH fleet and encourage faculty to also sort of transition to electric vehicles. And then we have to promote commuting and business travel and other scope three reductions.

As noted in the Senate resolutions, this is not something that is the sole responsibility of Facilities. To accomplish these goals everybody on campus is really going to have to play a part. And I think that's where I hope we get to in terms of our discussion.

### WildCAP 2021: Our Plan to Meet Our Goals

In addition, UNH will deeply explore and pursue five strategies:

1. Develop innovative plans for how we utilize our campus space
2. Aim to improve building energy efficiency by 25%
3. Explore long-term renewable energy supplies
4. Accelerate electrification of the UNH fleet
5. Promote commuting, business travel, and other Scope 3 reductions

As noted in the Senate resolutions, this is not something that is the sole responsibility of Facilities. To accomplish these goals everybody on campus is really going to have to play a part. And I think that's where I hope we get to in terms of our discussion.
I just wanted to share one example of what the Energy Taskforce is doing in terms of longer-term transformational change. We've just recently codified three co-production working groups. We define co-production as a collaboration among researchers and non-academic actors to produce and apply relevant science. And we do that from how we define research questions to defining the appropriate methods and information sources, to collecting and analyzing data, and to identifying and discussing the implications of those results. We would like to invite any of you who might be interested. We're going to have new working groups, co-production working groups every year. And the goal is to develop these key research questions related to reducing emissions at UNH and write and submit proposals for funding, external funding, or for class projects to take on.

Our focus areas this year are going to be energy storage, both in terms of large thermal storage, as well as connecting to batteries and maybe even electric vehicles. We're going to be talking about space utilization. And that's in collaboration with the efforts of campus planning and the space utilization survey that's going on. And then also carbon sequestration, both through natural processes and geoengineering.

We'd like to leave you with sort of these two statements and then open it up for questions. We're really looking forward - both the Sustainability Institute and the Energy Taskforce and other faculty, staff, and students that are working on this - to working with both the Campus Planning Committee and the Agenda Committee to identify specific strategies that we can pursue. And this is not just around research, but it's also around education. How are we preparing the next generation of leaders to really make a difference on this front?

And then more broadly, we'd really like to get involved in the bigger question of how UNH can take its leadership role in this area of reducing greenhouse gas emissions and becoming more energy-efficient and leverage our expertise, our curriculum, our research to help New Hampshire, to help New England, and to help the country reached net-zero emissions. This comes in a range of different ways from how we strategically educate our students - I might mention I'm also chair of the sustainability dual major, and this is certainly one of the issues that we focus on. Also, how are we participating as experts and educated
citizens in the clean energy transition and stepping up when we need to? And perhaps even setting a clean energy research agenda that deals not only with the technical aspects of renewable energy but also with finance, with policy, with communication, with how we use art to inspire people - a whole range of different efforts.

WildCAP 2021: Longer-Term Transformational Change

One Example: Energy Task Force – Co-Production Working Groups
Objective: Co-produce research questions related to reducing emissions at UNH
Write & submit proposals for funding or for class projects.
AY 2021-22 WG focus areas: 1) energy storage, 2) space utilization, 3) carbon sequestration

The Sustainability Institute and Energy Task Force look forward to working with the Agenda Committee to identify specific strategies and field questions from the faculty

More broadly, how can UNH leverage our expertise, curriculum, and research to help New Hampshire, New England, and the USA reach net zero emissions?
- Strategically educating UNH students on solutions to climate change?
- Participate as experts and educated citizens in the clean energy transition
- Setting clean energy research agenda
  (offshore wind, energy storage, carbon capture, finance, policy, communication...)

Cameron and Jen offered to take questions:

COLSA Senator: I really appreciate the presentation and the work. You talked a couple of times about electric vehicles. And I think that's sort of ironic given the number of charging stations we have on campus, which is zero. So how are faculty supposed to be driving electric vehicles when there is no place to charge on campus where presumably most of us are parked on campus all day? I realize you don’t control those things, but I’m interested to hear what you have to say.

Cameron: If I controlled the budget this would be very different. But what I can say is that the Transportation office, and especially under the leadership of Stephen Pesci, has really been focusing on how we electrify the UNH fleet before we think about how we put a bunch of charging stations for people who come to campus. And there has been a limited amount of resources to do this. Many other states have used the Volkswagen settlement money to get lots of EV charging stations. If you've been following this, the state of New Hampshire has dragged its feet on this front. We are accelerating that effort, but the focus is on the UNH fleet. As we get expertise with putting in charging stations, my expectation is that will be expanded to assist faculty in terms of charging. We are well aware of the existing limitations on EV charging for faculty and we're working to improve that.

A COLSA Senator: Thank you, Cameron and Jennifer. Great presentation and really interesting. I have questions about the methane sources that are driving our power plant right now. And it's interesting to me that the methane from landfills is considered renewable because it's still going to emit CO2. It is not methane, but it is still CO2. I was curious. The contract ends in 2029 and so, to me, that is a huge
potential problem if it's not [renewed] because most of our gains have been through that, right? We generate electricity, and we co-generate heat. Two things are being taken care of by that. So, are people studying the ability of this landfill to continue to produce methane? And what is plan B if that is not sustainable - if it's not going to continue to emit methane?

Cameron: Right now, I don't know that we're studying it, but we do sort of talk to Waste Management. And the sense is that maybe they'll be able to produce methane after that. But that's not a really satisfying answer. And we haven't begun to sort of talk seriously about renewing that contract. So, it is a big issue and let me say two things. One is that we have invested significantly in our central heating district on the core campus that is run off the co-generation plant. That not only generates electricity and generates heat, but it also generates the energy to run our chillers so a lot of our air conditioning on the core campus is connected to that. So, it's highly unlikely that we're going to abandon this central heating district. And so, if we don't have methane from the landfill, we're going to have to find another energy source. And I would say right now we do not have plan B. What we call for is that we need to research over the next three to four years so that when we write the next climate action plan we actually have identified plan B. And frankly, I think that's a very prudent approach because I think the energy system is going to transition dramatically over the course of the next five years in no small part because of the recent infrastructure bill that was passed, but also because of what has just happened at COP26. I don't mean to kick the can down the road, but there are a lot of unknowns right now in terms of energy systems across the US and we will be better positioned to identify plan B in five years than we are now.

Jennifer: I want to say two other things about that. One is, from a cost perspective, there are a lot of questions too. Never mind supply, the value of renewable natural gas is likely to increase dramatically. That is part of the analysis too and I know it is something that Facilities is looking at very closely already. And the other thing is we are working with and talking with a network of campuses from around the US who are asking themselves exactly the same questions. So, we are not trying to solve this in a vacuum either in terms of technology or policy here in New Hampshire or in terms of kind of campus operations, writ large.

A COLA senator: You mentioned looking at how we're bringing students to campus and bringing students in. I'm wondering what sort of work you're thinking about there because we have a housing shortage on the Seacoast to say nothing of an affordable housing shortage here. Also, the bus system just isn't very reliable, at least sort of not functioning, at least for my students who are taking the bus. So, what sort of steps are you looking at in terms of making public transit easier to get to campus and also in increasing the ability of students to live where they can take public transit - and faculty too?

Cameron: Both great questions. Just briefly, I'm not in charge of any of it. And I think we have to acknowledge that COVID has really thrown a pretty big wrench in our whole transit system. And there are reduced resources and demands for transit because more students are living on campus. So, it's been a significant period of change. I don't have a better answer than that for you but the people that run it are well aware of it and trying to figure out how to do the best that they can with the resources they have.

A COLSA senator - I was surprised to see that the university is purchasing renewable energy credits. And it would be interesting to me to see how much of a role they play in the reduction of emissions in the statistics that the university is publishing. But I have another comment. I have been dealing without heat in my office for quite some time now. I have students that rely on a bus and have had trouble getting a bus and those systems are not reliable. While COVID certainly has thrown us all for a loop, I think staffing has thrown us for a major loop. Right now, there is one mechanic that can fix our buses working for the university. We have two electricians that work for the main campus. The manager of energy was looking through my ceiling, trying to find a heating coil that would allow us to not run on space heaters on my floor. There are major staffing issues and some of the investments that we're talking
about here are going to require staff. They’re going to require people to fix things, maintain things, and they're going to require major investments. I think these goals are laudable. I think there are things that we need to work towards, and I understand that you don't have a lot of power to work on staff but if you could reinforce to the folks that make those decisions that we can't meet these goals without having people to actually do the work of the university behind the scenes. Talking to some of the folks that work facilities here, they are really frustrated right now. And it doesn't seem like a lot of people are knocking down the doors to work at UNH to deal with these problems.

**Cameron:** You are 100 percent right. And we didn't have time to go into all the details, but we have called for the university to invest in our capacity to meet these goals. And a big part of that is investing in staff. We have taken that message to the provost and to the Sustainability Task Force, and it's crystal clear. So, let’s keep our eyes on that ball. However, it's not enough, right? We cannot be looking solely to staff to solve this problem. We need to engage faculty, we need to engage students. We need to engage everybody across campus to do this.

And in terms of the renewable energy credits, Jennifer Andrews would be happy to talk to you offline about all those details, but they are a small part of what we're doing, not a big part of what we're doing.

**A CEPS senator** - I hear a lot of discussions about public transportation, the bus, and I have nothing to add to that. But I commute from Portland, and I take the train. The train is another wonderful public transportation source and that we have a station on campus. It was what convinced me to join this campus. So just don't lose sight of the train and ways that we might be able to partner with Amtrak. I've been asking since I've been here if there is a way to do before-tax dollars just to have my Amtrak ticket paid for with some sort of Amtrak partnership with UNH. It seems like I'm the only one asking, but I just want to throw that out there.

**Cameron:** Thanks, and we do not forget about it. In fact, Steve Pesci who really helps organize so many of our transportation efforts was one of the key people that helped to get that train in through New Hampshire and at a Durham stop. And if you were around at the time, our head of DOT in New Hampshire said the only way there was going to be a train in New Hampshire was “over my dead body” but he's still alive, I think. We got it. Steve Pesci has a soft spot in his heart for trains and the Downeaster, in particular. And so, if you haven't communicated with him, I think that's a fantastic idea and so something worth pursuing.

**Cameron:** I wish we had a lot more time. We'd be happy to come back and talk to you in more detail. I hope that this is the beginning of a discussion with the Faculty Senate so that we can continue as a community to do this important and rewarding work together.

### IV. Remarks by and questions to the chair

**On union updates at Senate meetings**

A COLA senator asked it would be possible to invite the union representative(s) to provide an update to the Faculty Senate about the negotiations. Jim Connell of the Agenda Committee pointed out that unions have their chapter meetings where they talk to the faculty directly. He said that he can’t recall the unions ever coming to the Faculty Senate, even when it was all tenure track and there was only one union involved. And of course, the Senate, under its constitution, can’t take any action, including a vote, to support the union or anything similar. Jim clarified that we can discuss union matters, but it's pretty much been a case of church and state. He also warned that if the Senate were seen as an instrument of the union, it would diminish what amounts to our moral authority in the academic mission.
The Senate chair suggested that we explore some options to enhance communication of updates about negotiations. A Paul College senator said that he thinks there are aspects of this point that are relevant to the Faculty Senate mission since, without getting into supporting a union or one way or another on bargaining points, it seems that cutting retirement contributions from 10 percent to 8%, for example, could affect the recruitment of new faculty and retention of existing faculty. Therefore, this relates to the academic mission of the Faculty Senate because it could impact the quality of academic programs that we offer and the quality of the research that we have. He said that he wouldn’t want us to be supporting or endorsing any sort of bargaining, but compensation of faculty can affect issues that the Faculty Senate would consider germane.

The COLA senator who raised the conversation said that information is the key, regardless of what anyone’s position is. Another COLA senator said that information is critical. She also reminded the group that several faculty unions are represented by the body of Senate membership and that there are faculty in the Senate who are not covered by any union. She advised that we should be mindful of that and open the dialogue so that all of the constituencies are freely sharing information. She also pointed out that any kind of mechanism to make information available via Senate is only in the interest of all faculty senators, and also in the interest of students because faculty working conditions are student learning conditions.

A COLSA senator said that he echoes the previous point and that one of the things that have troubled him is that communication at UNH over the last year has been very selective. He said that he found out about benefits changes on staff and clinical faculty and non-unionized faculty here on campus through the forwarding of messages from those affected. Also, we continue to see communication that has gone out to students but not to faculty and staff but not faculty and students. While that sometimes makes sense, a lot of the things that we seem to be shielded from are things that affect all of us. He said that the discussion about communication about the union through the Senate is an example of a way for us to all communicate and be able to communicate with our colleagues on information that may not be made available to us through official university channels.

A CEPS professor said that he recalls that when the lecturer’s union was going through negotiations a few years ago we got fairly regular updates from the provost at the beginning of the meeting. Although no union reps were invited, the provost was able to give the administrative perspective about things that were progressing. He said that the reality is we are one faculty, and we all care about each other and support each other. He suggested that it might be relevant for the Senate chair to reach out to the provost reminding him that there is precedent for him to provide some updates on union negotiations to the Senate. However, he feels that faculty speaking to union representatives should happen at the union chapter meetings. He said faulty are welcome to reach out to Cliff Brown, who's the union president right now to ask for more regular meetings and at different times. He said that he thinks the tenure-track faculty, in general, would like this to get better organized. Another CEPS senator pointed out that comments made by the provost about union negotiations in some recent years were prompted by his questions to the provost at every meeting. He suggested that senators can certainly ask these questions of the provost because they're important for faculty retention and many aspects of the well-being of UNH respectively with students and in keeping the R1 status.

Jeffrey Halpern, chair of the Finance and Administration Committee, said that one of the biggest arguments that the administration is using to push tenure-track faculty into a new benefits package is the argument that while the clinical faculty now are on a different benefits package, the university should bring everybody into the same benefits package so that all are equal. However, the tenure-track faculty are holding strong against that because they want to lift everybody up to the level of benefit packages that they are on. He did point out, however, that we must stay conscious of representing all CCLEAR faculty in this group and body and we need to be aware of all the needs and challenges of what that means, both.
from a job security standpoint, pay standpoint, and benefits standpoint. Jeffrey shared that the Finance and Administration Committee is looking at actual headcount and FTE compensation over a broad sense without looking at any individual. The FAC made a report last year to the Senate. However, everything has changed since the CERP, and the committee has not yet received the information that they need for the report. He said that work is happening behind the scenes from the FAC but we're not sure what that data will say about overall headcount and compensation. Jeffrey said that it might make sense for the FAC to reach out to the Senate chair and vice chair to figure out what the committee can do more aggressively to get the data they need to report to the Senate.

A COLA senator suggested that if union representatives are going to speak at the Senate, we also need to have Clinical Faculty Council and Research Faculty Council speak. Each of these faculty groups needs to be represented because of their unique challenges and strengths. Having them come to speak would be equitable. The more we include all faculty in everything that we do, the better able we are to understand and support each other and move forward as the faculty body.

The chair suggested that this would be a topic for the Agenda Committee to discuss. He said that there is a need for good information, but he wants to handle it properly.

*Congratulations on faculty excellence award* - The chair congratulated Senator Ivo Nedyalkov for winning the Faculty Excellence Award for Teaching in the College of Engineering and Physical Science. He also pointed out that Ivo has possibly passed viral status on YouTube for his rap videos, including one he created on fluid dynamics, “It’s all about the flow”.

*About Senate caucus meetings* - Kevin thanked all for their participation in the recent caucus meetings with deans. The meetings appear to have been productive and the Agenda Committee has received summaries from several of the meetings. These will be used by the Agenda Committee to identify patterns of concern and to formulate charges that might be appropriate for the Senate committees to take up.

V. Discussion about the Faculty Senate fact-finding initiative - Kevin provided an update on the Senate fact-finding initiative and shared some slides in connection with problems associated with the administrative changes implemented in the last year. Kevin pointed out that Kronos was introduced before these changes.
In the light of the general frustration and a sense that issues are continuing to emerge, some of the standing committee chairs and the Agenda Committee have created a plan that has been discussed with the provost and also at a previous faculty senate meeting. It has two parts. The agreement with Provost Jones is that his office is developing their list of issues and also setting up a new communication structure to keep faculty informed about what is being worked on and what progress is being made and to continually receive feedback from faculty and staff about the burden of the changes. The provost mentioned earlier that he will be distributing some documents in a SharePoint document and that came out of this sort of initiative.

Kevin explained that on the faculty side, within the last week, a survey has been developed to help identify the level of concern and to identify the high priority issues that can be taken back to the provost and President Dean.

Kevin asked Vidya Sundar of the Agenda Committee to share information about the survey tool since she created it. A survey tool was constructed by Vidya Sundar of the Agenda Committee. Vidya provided a quick overview of the survey:
Vidya explained that the survey asks what issues individuals are experiencing since the restructuring in the area of the new Star teams, the enhanced HR model, Kronos, IRB, issues with hiring graduate students, undergraduate students, etc. There is also an opportunity in the survey for individuals to explain the specific impact that they've experienced and to upload documentation of the issues they are describing. She said that the survey will be sent out this week and senators are asked to share it with their colleagues and encourage them to complete it.

A CHHS senator pointed out that the provost’s comments about Kronos at the beginning of the meeting demonstrate the recurring issues that require the faculty to push to be involved.

A COLSA Senator asked if there is a way to identify the hidden cost of the restructuring. The Huron Report recommended a cut in positions but now much of the work is being done by faculty. Is there a way for the survey results to quantitative the hidden costs of this transition? Hopefully, it is temporary, but we don’t know. Vidya responded that the survey is only as useful as the information that is submitted. There is an open-ended question where folks can describe the specific impact of these changes and individuals are encouraged to use that option. She said that we want to strike a balance between having detailed information and having quick and reliable information. So, it's not designed specifically to gather that from everybody, but there is an opportunity for detailed information to be shared. The COLSA senator suggested that a question asking how many hours of work have you put into these things that you didn't before? Kevin, the chair, suggested that we keep the survey as designed but that we encourage individuals to use the open comment section to add information.

Ivo, Chair of the RPSC, pointed out that many faculty are experiencing survey fatigue to a great extent. But in terms of bang for the buck, he thinks this is the survey that you want to fill out because it should take very little time and the impact of it could be potentially very high. For example, if we bring to the provost evidence that 300 faculty members are experiencing this particular issue and it costs us that much money to be addressing it you can be doing something about it and save the university time and money. Ivo asked that senators encourage their colleagues to participate in that survey. He explained that this is a three-pronged approach where, in addition, to the survey, we will attempt to solicit information through the department chairs and senators. For example, if we provide evidence that 300 faculty members are experiencing a particular issue and as a result of it, so much money and time has been wasted, we will be able to make a case that correcting the problem will save money for the university.

A COLA senator asked for more detail on the logistics of the survey distribution. Matt MacManes explained that the survey will be sent out by the Senate admin and senators are asked to distribute it to their faculty colleagues.

Vidya clarified that the survey is anonymous unless you wish to share your name and contact information. None of the questions are mandatory. We want it to be completely open and anonymous in terms of the information we collect. As well, the survey can be completed multiple times.

Jeffrey Halpern, chair of the FAC, pointed out that he is surveyed out and he pointed out that there is also advocacy for senators, chairs, or a collaboration of both to possibly discuss this and come up with also a department response to this request. A lot of this is to create conversation and buy-in of all of us about the frustrations and so that we can understand that a lot of these issues are affecting all of us. He suggested that in discussion with department colleagues, senators can identify the number of people affected by specific individual issues. This kind of information would be provided separately from the survey.

The chair closed out the discussion saying that we have the attention of the provost and the president. Now is the time to provide feedback.
VI. Updates on Kronos - Kevin explained that there was a recent meeting with Senate leadership and HR management, including Jim McGrail, director of USNH HR. One thing that came out of that is that it's very clear on the part of the Chief Human Resources Officer, Jim McGrail, that the Senate will expect a “lessons learned” kind of analysis about what went right and what didn’t go right with the rollout of Kronos and to identify what HR will put in place to make sure future rollouts are different. As part of this request, we can ask for a dollar figure on the impact on people, especially given that some of the interim solutions are extremely burdensome.

Kevin shared an overview of some Kronos issues with a series of slides:

**Chronology of Kronos and the Faculty Senate**

- Fall 2019 - Rollout of Kronos begins
- 12/02/20: Erin Sharp (Senate chair) to Kathy Neils (UNH HR) - A list of concerns, including employees with more than one job.
- 12/03/20: Neils to Sharp: The Kronos team is working on many of these issues and will provide more detail before Spring 2021 semester
- 12/5/20: Sharp to Neils: Suggest community-wide communication to acknowledge concerns and share what is being done.
- January 2021: Faculty Senate asked for faculty to work with Amy Hodgdon, IT project manager, to discuss concerns
- April 26, 2021: Agenda Committee meets with Kathy Neils, HRIS staff, and Amy Hodgdon, IT project manager.
  - HR is very aware of Multiple Approvers issue
  - Expect a workaround solution between June and October 2021
  - During the RFP process with the vendor, the multiple supervisors issues was brought up and the vendor assured UNH that they would be able to address it.
  - Permanent solution expected October 2022.
  - Request for better communication
Kevin shared that during the meeting with HR we learned that an expected solution to the multiple approvers issue that we had expected in the summer or fall of 2021, was not put in place. Instead, the vendor is expected to implement a Multiple positions module by the end of 2022. Provost Jones is now describing that a “Rube Goldberg” kind of solution is now being considered in the interim.

Kevin clarified that the faculty concerns and the level of impact from this issue have been shared with President Dean and Provost Jones. We understand that president Dean is taking the issue seriously and that additional meeting between the president, the provost and HR are taking place.
Jeffrey Halpern presented an explanation of the multiple approve's problem by talking Senators through this slide:

Jeffrey pointed out that this is a view of what the manager and the employee see in the case of an employee with two jobs. Typically, managers must read the job coding and understand the coding to identify which job they are responsible for. He said that each employee has their coded job number, and they have to understand the coding for each job to ensure that they attribute their hours properly. Jeffrey said that the most problematic issue is a situation where one manager is in charge of their research assistant employee and a second manager is in charge of the same employee in a different job. If Manager 1 sees this timecard and approves it, the approval covers the hours worked in the employee’s second job as well. The same thing happens vice versa. There are no independent approvals for managers of an employee with more than one job. Further, each supervisor sees the time worked by their employee in their other jobs. Further, when a student moves on from the lab and they are working elsewhere on campus, their prior manager still has approval access. For example, if the student takes a job in the dining hall, the prior manager still can approve all their hours. This is becoming problematic as some supervisors go through the system and approve timecards without checking. This is problematic for people who need to check specific details of research activity on specific grants for compliance. There are multiple ways that this can go wrong.

Jeffrey also shared that he is aware that Kronos is used in other higher education sites and that these other locations already have the tools available to address this. In fact, the vendor is advertising it as an
available feature. So, it is confusing why these features can’t be turned on and it is confusing that they aren’t turned on.

Vidya shared that the view that Jeffrey explained was that of a student she supervised during the summer. And it highlights how difficult it is for supervisors to understand how Kronos tracks hours. The column with the coding is expanded in this view but when the employee or manager logs in they only see a small bit of the lengthy code and it is not clear which hours apply to which job. The much bigger problem is that approval seems to happen at one level where different supervisors are not able to approve their own afterward. Rather, one person can approve across multiple jobs.

Jim Connell of the Agenda Committee shared that in the summer of 2020, Kronos was rolled out to EOS and that was the first time it encountered the world of academia, as he understands it. It did not go well. Jim said that he was the only senator and Agenda Committee member in EOS. He received many e-mails from EOS faculty on the subject. He forwarded 45 emails of complaint to the Agenda Committee as near as he can tell, and he received twice that number. The directors of the centers complained to HR. The director of EOS who ranks as a dean complained to HR and HR stopped responding. At a meeting in April 2021, HR advised that they were working on temporary solutions. And they were going to hopefully solve all the problems with Kronos, both long-term and short-term solutions. HR also claimed that the handling of grants and contracts that Jeff had discussed was a requirement when they agreed to purchase Kronos and that the vendor said that the software would do that, but HR was dismayed when it could not. Jim said that he doesn’t understand why they didn’t take action then.

Kevin Healey explained that over the weekend several of the Senate committees have been discussing the possibility of the Senate taking some sort of action against HR because this ongoing Kronos concern has not been resolved. As a result, the Agenda Committee has been working on a motion of censure or a motion of no confidence that involves discussions with three faculty senate committees. The motion is not quite ready but there has been major progress and the intent is to bring it to the next Senate meeting. Once it is introduced on the floor, it automatically gets tabled, per the Senate rules on these kinds of motions. There would then be discussions with the Agenda Committee and potentially other committees moving forward.

A COLA senator asked about the difference is between a vote of no confidence and a vote of censure. Jim responded that a censure motion normally indicates that we disagree strongly with something that they did or said or the like. Usually, a vote of no confidence indicates that either it is so egregious and bad, and the implications are so bad that we have no confidence in them going forward. There have been some discussions about which way to go on that. Usually, a censure motion specifically indicates what was done wrong. The special rules for both were introduced and adopted by the Senate several years ago.

The chair asked that senators send him any feedback about the possibility of a motion of no confidence or a motion of censure. He pointed out that the very fact that we are seriously considering this, given how infrequently it has been done in the past, is a substantial move. Kevin said that the goal here is to ensure that a Kronos type of Rube Goldberg situation doesn’t happen again. To the extent that this action on the part of the Senate can further that goal, he supports it.

The Senate admin pointed out that the rules for handling censure and no confidence motions are in the special rules section of the Faculty Senate website. Jim Connell explained that the rules appear to be particularly directed at a motion against an individual rather than a department and that should be kept in mind when reading the rules.

VII. Adjournment. The meeting was adjourned at approximately 5:05 pm.
Some UNH acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAC</td>
<td>Academic Affairs Committee (Faculty Senate standing committee)</td>
</tr>
<tr>
<td>AC</td>
<td>Agenda Committee of the Faculty Senate</td>
</tr>
<tr>
<td>ASAC</td>
<td>Academic Standards &amp; Advising Committee</td>
</tr>
<tr>
<td>APC</td>
<td>Academic Program Committee (Faculty Senate standing committee)</td>
</tr>
<tr>
<td>AT</td>
<td>Academic Technology</td>
</tr>
<tr>
<td>BAC</td>
<td>Budget Advisory Committee</td>
</tr>
<tr>
<td>CaPS</td>
<td>Career and Professional Services</td>
</tr>
<tr>
<td>C&amp;PA</td>
<td>Communications &amp; Public Affairs</td>
</tr>
<tr>
<td>CCLEAR</td>
<td>Clinical, Contract, Lecturer, Extension, Alternative Security, Research faculty</td>
</tr>
<tr>
<td>CEITL</td>
<td>Center for Excellence &amp; Innovation in Teaching &amp; Learning</td>
</tr>
<tr>
<td>CERP</td>
<td>Covid Early Retirement Program</td>
</tr>
<tr>
<td>CFAR</td>
<td>Center for Academic Resources</td>
</tr>
<tr>
<td>CORPAD</td>
<td>University Committee on Real Property Acquisition and Disposal</td>
</tr>
<tr>
<td>CPC</td>
<td>Campus Planning Committee (Faculty Senate standing committee)</td>
</tr>
<tr>
<td>DRC</td>
<td>Discovery Review Committee</td>
</tr>
<tr>
<td>ET&amp;S</td>
<td>Enterprise Technology &amp; Services</td>
</tr>
<tr>
<td>FAC</td>
<td>Finance &amp; Administration Committee (Faculty Senate standing committee)</td>
</tr>
<tr>
<td>FAR</td>
<td>Financial &amp; Administration Restructure Project</td>
</tr>
<tr>
<td>FAR</td>
<td>Faculty Activity Reporting</td>
</tr>
<tr>
<td>FOC</td>
<td>Financial Operations Center</td>
</tr>
<tr>
<td>IRA</td>
<td>Institutional Research and Assessment</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>ITC</td>
<td>Information Technology Committee (Faculty Senate standing committee)</td>
</tr>
<tr>
<td>JSMB</td>
<td>Joint Strategic Management Board (Navitas review)</td>
</tr>
<tr>
<td>KRONOS</td>
<td>USNH Time Management System (now under the name UKG Dimensions)</td>
</tr>
<tr>
<td>LC</td>
<td>Library Committee (Faculty Senate standing committee)</td>
</tr>
<tr>
<td>OISS</td>
<td>Office for International Students &amp; Scholars</td>
</tr>
<tr>
<td>OS</td>
<td>Operating Staff</td>
</tr>
<tr>
<td>PACS</td>
<td>Psychological and Counseling Services</td>
</tr>
<tr>
<td>PAT</td>
<td>Professional and Technical Staff</td>
</tr>
<tr>
<td>PSC</td>
<td>Professional Standards Committee (FS permanent committee)</td>
</tr>
<tr>
<td>RPSC</td>
<td>Research &amp; Public Service Committee (Faculty Senate standing committee)</td>
</tr>
<tr>
<td>SAARC</td>
<td>Space Allocation, Adaption and Renewal Committee</td>
</tr>
<tr>
<td>SAC</td>
<td>Student Affairs Committee (Faculty Senate standing committee)</td>
</tr>
<tr>
<td>SAS</td>
<td>Student Accessibility Services</td>
</tr>
<tr>
<td>SHARPP</td>
<td>Sexual Harassment and Rape Prevention Program</td>
</tr>
<tr>
<td>SSSC</td>
<td>Student Success Steering Committee</td>
</tr>
<tr>
<td>STAR</td>
<td>Support Team for the Administration of Research</td>
</tr>
<tr>
<td>SVPAA</td>
<td>Senior Vice Provost for Academic Affairs</td>
</tr>
<tr>
<td>UCAPC</td>
<td>University Curriculum &amp; Academic Policies Committee (FS permanent committee)</td>
</tr>
<tr>
<td>UKG</td>
<td>USNH Time Management System (formerly named KRONOS)</td>
</tr>
<tr>
<td>USHOP</td>
<td>Central purchasing system put in place by USNH Procurement.</td>
</tr>
<tr>
<td>VPFA</td>
<td>Vice President for Finance and Administration</td>
</tr>
</tbody>
</table>