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2020-2021 FACULTY SENATE XXVI - November 29, 2021 Minutes Summary

Faculty Senate

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UNIVERSITY OF NEW HAMPSHIRE
2020-2021 FACULTY SENATE XXVI

The fundamental function of the approved minutes of the Faculty Senate is to accurately document actions taken by that body. Additionally, the minutes traditionally seek to provide context by capturing some statements of Senators, faculty in attendance, and guests. The minutes do not verify the veracity, authenticity, and/or accuracy of those statements.

Meeting called to order at 3:10 PM on November 29, 2021, via ZOOM MINUTES SUMMARY

I. Roll – The following senators were absent: Druskat, Herold, Knowles, and Salvio. The following senator was excused: Halpern. The following were guests: Wayne Jones, Kate Ziemer, Michael Blackman.

II. Remarks by and questions to the provost - The provost offered updates on several items:

About process problems involving FAR, STAR, HR restructuring,

Provost Jones said that in connection with the process problems, he did not bring an updated slide deck with the updated tasks because of the holiday and the fact that there hasn't been a ton of progress on that big chart, but he will bring a revision of that to the next Faculty Senate as soon as available. However, a lot has gone on. He shared that at the top of the list are some groups of faculty and staff coming together to do some beta testing of solutions. There is a group of about 50 faculty and staff that are going to be working on UShop. They are testing new solutions that have come out, as well as giving feedback on additional changes we may want to put in place. There is also a group working with accounts payable. Most faculty don't have issues with accounts payable, but for those that do, it is acute. A point person has been identified and there will be a reach out from the System office. Wayne asked that if you hear of anyone with an issue with getting a vendor paid, please contact Josh Dubroff directly or contact him [Wayne] so that the right person can be involved for a one-on-one session. Wayne shared that more than 95% of invoices are being paid very quickly in the new process. But when there's a problem it is usually a big problem. Therefore, there was a need to put high-level support in there to help individuals as we work through this.

On Kronos

In connection with Kronos-related issues, there have been productive discussions over the past 10 days and significant progress in identifying what broke, although there is still some work to be done, in identifying new solutions. He said that even this morning, we learned that some solutions that have now been put in place effective last month have not been rolled out yet. HR and that team have agreed to have a group of faculty come together and test those solutions before we roll them out at the end of January. The idea of getting faculty testing done in a bit of a controlled environment is good. Wayne said that one additional step did take place after that meeting in that it might be possible for the final solution to be implemented earlier than the original October 2022 date. However, there is still some question on that related to UNH's complicated Banner system. The vendor, UKG, hasn't worked with anybody that has a 22-year-old system that is as complicated as ours is because of all the bolt-ons that we have added to Banner.

On interpersonal violence

Wayne shared that an internal review of the hiring and Title IX processes around the former faculty member in COLSA has been completed. The report indicates that we followed all its processes. But UNH had no processes around spousal hires, and this created some exposure for the university. It is also very clear that the change in Title IX created exposure. And there are best practices that have not been implemented yet at

UNH. Wayne explained that UNH will be hiring someone from the outside to come in and do a thorough review – soup to nuts – from the initial hire through the Title IX investigation and out the other side and bring those recommendations back. Information will be shared about how UNH will implement those recommendations as soon as they are available. The goal is to have the review complete by the start of the next semester – January 25.

In connection with recent student protests

Wayne offered that some may have seen the NHPR story that focused on the back and forth between the 5 and 10 student leaders and President Dean. Wayne shared that he and the president and four or five other senior administrators were at the protest for two and half hours talking to students. There was a small group (five, six, or seven) that were incredibly disrespectful and unprofessional, using the heckler's veto and asking for answers but then not listening and doing other unprofessional things. However, the vast group, the majority of the 120 students, stayed around and talked with the President. He talked with all of them. Wayne said that President Dean has continued to meet with students, groups of students, student senators, groups of graduate student senators, and groups of students that showed up to schedule a meeting on this topic. He is meeting with all the tour guides, as they wanted to meet with him. President Dean also had individual meetings with over a dozen students. Wayne said that the news stories are just about this little back and forth between him and this really small group. Even as recently as this weekend, the president asked to meet with the leader of that group and they're trying to get that scheduled right now. Wayne remarked that he is frustrated because the issue of interpersonal violence is the issue here. There are 13 demands from the students. Some of them are illegal and we won't be able to do those. The rest are very reasonable and some of them UNH is already doing and with some, there is more work to do. Wayne clarified again that the administration has been meeting with the students multiple times a week. There is another meeting later this week. There is a lot of conversation and progress happening.

Wayne pointed out that Dean of Students, Michael Blackman, who is at the meeting today, has been right at the center of all of this and he can speak to any of the details. Wayne admitted that the communication on this hasn't gotten out there the way we could have or should have, and he wants to get the facts out as cleanly as possible.

Regarding Covid

Wayne explained that there isn't much on the Covid dashboard to report right now but we are anticipating a wave out of the Thanksgiving break, and this will be watched very carefully.

Over the Thanksgiving break, the state passed an executive order saying they will potentially reactivate the emergency hospital centers. They haven't activated any of these yet, but UNH is a favorite location for the state. There has been communication to let the state know that opening an emergency center in the Hamel Rec Center before the end of the semester could be problematic and the university has received assurances that that is not going to happen before the end of the semester.

The vaccine van was on campus recently and sold out very quickly as the state vaccine van doesn't carry as many vaccines as was hoped for. However, the van will be coming back and there will be a whole day set aside for them. There will be a statewide vaccine push on the 11th of December and then a push on campus for the whole day on the 12th of December. In addition, the vaccine is available in most pharmacies, but there may be lag times for getting appointments.

In connection with the Omicron variant of the virus that has been in the news, the administration has been paying attention and has worked to ensure that UNH can monitor for it in our testing program. Most cases at

UNH have been the Delta variant for the past couple of months. The UNH lab does have the ability to see the Omicron variant and if it is seen on campus, the community will be notified.

The provost offered to take questions

A COLA senator asked about the reports that President Dean is demanding an apology from the student group that was organizing in response to sexual violence on campus. She is concerned that this demand undermines the credibility of the institution's commitment to addressing the underlying issues of sexual violence on campus. She asked Wayne to clarify if this demand for an apology represents the official policy of the UNH administration and, if it does, will he consider retracting the demand. **Wayne responded** that it is not the official policy of the UNH administration. It is the initial position of Jim Dean, as president. The president thought it was a teaching moment for those four or five students who were screaming vulgarities. They said that they wanted to talk to him, but they refused to talk to him and were kind of using the heckler's veto. He thought it was an opportunity for them to learn. Wayne said that he thinks that the reality of what is happening is that the opposite is true. The senior administration has been meeting consistently with these students, listening to them, educating them, and taking their concerns seriously, and looking at ways that we can not only respond to their demands but help make them better. Wayne said that, frankly, the goal is the same. The well-being of our students continues to be our number one priority and that's not going to change.

In response to a question from Wayne to **Michael Blackman** about whether he would be speaking about any of this in his comments today, Michael said that he is meeting with the Senate's Student Affairs Committee next Monday to review the list of recommendations that have been formed by a number of sources, including the action items requested by the Sexual Violence Action Committee (SVAC). Michael said that he hopes that the next step after the recommendations are finalized and submitted, is that they can be shared with the community for an opportunity to review, provide feedback, and be involved. Michael said that 13 action items have been requested and recommendations from many folks, including SHARPP, faculty, and the Title IX Steering Committee. The recommendations go well beyond what these students are asking for it because there is a need to address issues with reporting, training, education, and safety. Michael said that he hopes that the Faculty Senate Student Affairs Committee can be a venue to vet those, provide feedback, and then share them more broadly.

Wayne said that to be very clear, he is worried about the same thing because of the way it is played in the media. He said that we have to do a better job of getting the facts out about all the work being done around the real issues and he doesn't want to lose track of that. His biggest fear is that as the media runs off on this disagreement between the President and a couple of students the real issue is the underlying issue that we should be focusing our attention on.

Jim Connell, the Senate parliamentarian thanked Dean Blackman for already answering the question about the Student Affairs Committee's involvement. He said that he appreciates that the administration is already doing that.

A COLSA senator said that he was really concerned reading the press reports from multiple sources about the demands that are being put on SVAC to meet with the President. He asked are the members of SVAC specifically the members that insulted President Dean during the student protests as this has not been clear. Also, he would like to know if the request for an apology is to a handful of students or is he asking for an apology from a group of students that might include one or two people who insulted him. Or is the group not entirely composed of people who insulted him? **Wayne responded** that the ones that the president was hoping to have a learning moment with are very easily identifiable and are known. They are not the whole group. The COLSA senator shared that his comment or question to the president would that it seems like we

have taken a teaching moment and taken it a bit too far. He said that he looks at this situation from two aspects. One, we have a problem in the community that needs to be addressed and this is a group looking to address it. The other aspect is that now the University of New Hampshire has been in the press for multiple weeks about sexual assault and harassment on campus. He said that he is facing questions from members of the community about what the hell is going on at UNH. He said that he knows that, without a doubt, he will be facing questions from parents, from student recruits, and from parents that come to Open House Day. He would like the university to tell him how to deal with those questions because right now we don't have any information as to how to answer those questions and how to answer those criticisms. The senator said that he is kind of embarrassed when someone asks him questions about what is going at UNH, and they read that the president isn't going to meet with a student group that is concerned about sexual violence and assault on campus. Whether UNH has got it's messaging out or not, that is not what they are hearing, and he has nothing to combat that message with. He asked whether Wayne could provide an email to faculty and staff that could provide some talking points about this being addressed. **Wayne said** that he is working on a communication today. The story came out the day before Thanksgiving and this is our first business day since the story came out. Wayne said that he agrees that he has the same worries and that is why he is providing the facts now. He said that if he were asked the question, he would say that there are actually lots of meetings with students going on and we are taking both the student responses and that situation very seriously as we continue to improve how the university deals with interpersonal violence as a community. Wayne said that there is a handful of students that the President is not meeting with, but he hopes that will be resolved this week. An ask has already been put out to them and we will see if they are willing to cross over. There is a set of talking points that can be shared. The communication on this topic is coming from the President's office, not from the office of the provost.

Kevin Healey, the Senate chair said that, on this same issue, no matter how it became a headline, now that it is a headline, the president owns it and only the president can fix it and change the headline now. Kevin said that we can't change it by blaming the media and we can't change it by blaming the students or putting the burden on the students. Only the president right now can fix this problem and he needs to do it not sometime this week, but today or tomorrow. Kevin said that it is ironic that the president is talking about a teaching moment. It is a teaching moment apparently not only for students but for the leadership of UNH. Kevin said that President Dean is not going to get an apology and he thinks it is the wrong tactic and that it is wrong to continue to expect that. Kevin said that, instead, he should say to these students that their first meeting together will be at the NH Listens Workshops on Civil Discourse and that he will attend that with every student involved in one of these groups. This would be a conciliatory gesture and a teaching moment for everyone, and it would also be a gesture of humility on the part of the president, and it will be an implicit retraction of his demand for an apology. Kevin reiterated that the only person who can fix this now is the president, and he needs to do it immediately. In response, Wayne said that he hears this, and that the president will hear it as well and that the idea of the civil discourse lab is a great idea.

A second COLA senator asked to follow up and get clarification about an earlier comment from Wayne that there was not a spousal hiring policy. Wayne said that UNH did not have a policy in 2015 but we have one now. He said that Nadine Petty and he put one in place last year when the opportunity hiring program was put in place and it was identified that there was not a spousal hiring policy in place.

A CEPS senator asked about the sexual and interpersonal violence training for graduate students. She is concerned about the message that this sends because, in the power dynamic that's going on, a faculty member is the powerful person, and the graduate student is the one who doesn't have power. The people who actually need the training are the faculty, not the graduate students. She clarified that it isn't to say that graduate students don't need it too but if she were a graduate student here who was a victim of interpersonal violence or had been harassed at the hands of a faculty member, she would be very upset that she was the one who needed to take a training whereas the harasser, abuser, assaulter, etc. doesn't have to. This sends a

very bad message. Wayne said that he agrees completely. He said that the communication on training that came out for all students about a month ago had a link to the training that is required for all new employees – faculty and staff – and that the university is getting ready to roll that out to all faculty and staff. The new state law requires it of all faculty and staff annually. So, it is not a matter of “if”; it is a matter of “when” and it is required for every new employee that's joining and, hopefully, by the end of the academic year will be required for everybody. The senator who asked the question said that she hopes that it is presented in a way that is visible to the students so that they understand that because she hasn't seen anything that communicates this information to students, although something may be there and she hasn't seen it. Wayne said that this is a great point, and he will make a note of it. He said that there is a message being put together right now that includes several of the things that have been shared today, but also the fact that Marion McCord has now pulling a team together to update and review support for students and faculty in the field. That team is coming together. Wayne said that he can add this to that communication which will be going to faculty, staff and students. He hopes for that communication to be out this week.

III. Remarks by and questions to Michael Blackman, Dean of Students - The Senate chair welcomed Michael Blackman, Dean of Students. Michael explained that he has been in touch with Senate leadership during the semester about the importance of letting faculty know who he is and in providing some more information about the changes within Student Life and some processes that very closely affect faculty. Michael shared that he will be working with the Student Affairs Committee next week about Sexual Violence recommendations.

Michael said that he has been on a bit of a talking tour, and he has spoken to many individuals. He will be speaking with every new faculty member at new faculty orientation going forward with this information. He has spoken to the advising network, and he is meeting with every college's advising team. He said that he is aware that we want to do more to get this information out to faculty and he is working on that and is definitely open to more suggestions about how we provide it.

Michael presented slides that appear as Appendix III.1

Michael began his presentation by sharing some information about his background, including that he recently defended his doctoral dissertation on the topic of international students' experiences coming to the United States and learning about sexual violence here.

Michael explained that among the mental health trends that we've been seeing over the years has been increased feelings of exhaustion among students and feelings of being overwhelmed and isolated from friends and other members of their community - even before the pandemic. The pandemic has just exacerbated these trends. Michael said that they have seen increases in mental health concerns, financial issues, feelings of isolation and we know in very preliminary research that these have acutely affected students from traditionally underrepresented backgrounds. These trends for at least a decade can be explained by observed help-seeking behaviors. More and more students are coming forward to request help with a mental health condition. More and more students are aware of their mental health concerns and their needs. So, these increases have been actually in many ways a good thing because it's an acknowledgment of something that's been happening. Michael said that this year they are seeing students struggling this year at rates that they have not in the past. He said that in many cases the frontline folks are hearing about these concerns and referring students to PACS and it makes a big difference. He thanked the faculty for their role in this

Michael shared that there have been some pretty significant changes within the division of Student Life in the past year. There has been the development of a new mission statement that describes the main core values: community, safety, wellness, and inclusion. Student Life is trying to manage the many concerns outside of the classroom or inside the classroom not related to their academic so that faculty and other

supports can focus on what they do best, which is teaching and supporting. He said that Student Life can help students access the services they need to be successful in their education. He also shared the org chart for the Student Life division (see above).

In connection with the Basic Needs Program, Michael pointed out that this is an excellent resource for faculty to be aware of as a resource for students that come forward and present extenuating circumstances that impact their acute financial, their housing situation, their financial situation, or their food situation. The Basic Needs webpage provides details about the four UNH basic needs programs and other external resources that can help a student in need.

The last topic in the presentation was about the Dean Notification Letters. Almost 1600 letters for individual students have been sent this year so far. So, thousands of faculty have received letters like this. Michael said he appreciates all faculty working around these and trying their best to accommodate students. On his website, he recently added a webpage that describes the letters and the top one says “absence letters for the dean of students” Michael explained that it is useful for him to talk about these letters using an FAQ format, as follows:

FAQ: When do I use my own discretion versus when do I ask that students to get a letter versus when do I send them to SAS, Student Accessibility Services?

Michael: I would love if these were clean, totally non-overlapping circles. But they are not, unfortunately. However, generally speaking, faculty discretion can be used whenever appropriate. I have never in my time here gone to a faculty and told them you really should have gotten a letter for this. Faculty are the experts in their class. If they think an exception or some discretion or flexibility is appropriate based on the needs of their course, I am always happy to grant that and defer to them on that.

The Dean’s letters are really meant to be used for acute circumstances that are going to last more than a day or two, more than a single missed class. They are used for the course of a week or two or even beyond. Think about a student dealing with a court case or a student that has to have surgery and will miss class for a week. They are also used for a student that has been asked to quarantine or isolate related to COVID-19. We are talking about a midterm, mid-length situation. There's no time limit on it. That is not to say that a faculty member couldn't be flexible after that two-week mark. But we're really talking typically around mid-length issues whereas SAS, as you all likely know, is meant to be addressing a medical condition that requires long-term accommodations – a student with long-term anxiety, a student with seizures, a student with a medical condition that would be needing an accommodation over the course of a semester and beyond. I work very closely with Scott Lapinski in SAS. So, if a student is referred to me that really would benefit from an accommodation or vice versa we make those referrals all the time.

FAQ: Why do we have these two letters? There's the one that seems to imply that a student is quarantining or isolating related to COVID but doesn't explicitly say that. And then we have this other letter that just speaks generally about an extenuating circumstance.

Michael: When I started at the end of last semester, I receive feedback from faculty that it was very confusing to get just one letter that covered everything. The flexibility required when a student literally can't leave a room for 14 days is very different from a student who will be in class but they're a little stressed. They might need flexibility on a single assignment, right? So, I received a lot of requests from faculty and from students to separate these two letters because there is a difference between a student that cannot be physically in person in class versus a student that is just managing general extenuating circumstances. That is the difference, one simply says the student is managing extenuating circumstances, please consider working flexibly with them. Whereas the other says, the student will be out of class, e.g., because of COVID and will not be able to attend in person. That is the main distinction for the two and I developed that second one.

FAQ: What are the students told when they reach out to me?

Michael: I tell them what the letter will say. They now receive a copy of it, so they know exactly what is sent to their faculty, which is that they're managing extenuating circumstances. I tell them they need to be in touch with their faculty, not that faculty can't reach out first but that they need to be in touch to work out a plan while they're absent or affected. I don't always tell them what kind of flexibility is offered, but if I ever get a question about whether an instructor is required to give a Zoom link, I always say no, that is not the case. The faculty discretion will depend on the specific needs of the course, and it might not make sense for a Zoom link to be offered and all that we ask is that faculty work with the student. If a student ever asks me or complains that their faculty won't give a Zoom link, I tell them that is not an expectation of faculty. It is only expected that they work with the student. I don't dictate exactly what that looks like.

FAQ: About Contact Tracing.

Michael: I've heard a couple of questions from faculty about not hearing from the contact tracing team, as has been the case with the past. I don't sit on the contact tracing team, but I did consult with them prior to this meeting just to get some feedback on this. What they shared is that given the high vaccination rates of students in classes and what they're hearing from students this year, they have been able to identify in conversations with students directly those who are the close contacts in their classrooms. So, it's been less necessary for them to then go back and get seating charts from faculty. But they said they have worked with faculty this year, but it is just not as common as it has been in the past. Usually, they're able to get the information they need directly from the students and other students that they contact when they're informed about a positive case of COVID.

FAQ: It is hard because when some offices hear about a positive case, they could just choose to close but, obviously, faculty teaching in-person classes, that's harder or more complicated to do.

Michael: I'm not aware of specific offices that have done this. I know none in Student life closed because of a positive case or a quarantine. We just ask those individuals to quarantine or isolate. But I believe earlier in the year there was some guidance that faculty can certainly choose to be remote for a week if they think that is appropriate or needed based on the situation in their class, just like any other department head could choose. I don't think that's a super common practice because we've talked about being in person and the importance of that. But I don't think there's any particular deference given to someone leading an office versus someone leading a class, is my understanding.

Michael offered to take questions from senators.

A COLSA senator: Dean Blackman. I was wondering if you could clarify the Inn Between program? My understanding of the program was that it provided funds for students to pay for university housing during campus holidays where students were essentially being forced out of their campus housing and didn't have a place to go. But in your presentation, you're saying that funds are available for students that are experiencing housing insecurity on an emergency basis. So, are we allowing students to stay in on-campus housing? Are we providing students with money that they can use for a hotel? What is in this situation? I've dealt with multiple students that have housing insecurity and this would be really helpful for us to know.

Michael: I'm still new here but I think what you are describing was in many ways the original intention of the fund or at least a substantial part of it. But there have been some changes, I believe, in terms of the housing contracts that have made that not as critical. For example, now there are 13 residence halls or apartment buildings that are open all year round. The cost to stay in those buildings over breaks like

Thanksgiving, winter, or spring break is actually built into the room rate now. So that rate is distributed across all the students living there rather than one student who needs to put together hundreds of dollars at the last minute to have a place to stay for winter. And then students know which spaces are open so that they can opt to live in those spaces in advance if they know that they're not going to be able to find another place to go over the break. So, I think that contract change has made what you're describing a little less acute. In many ways, we've used the fund for students that could choose to move on campus, and I can provide funding for that for a month or two or something like that. Also, if there is a reason they need to live off-campus I wouldn't stop them from doing that. The fund, at its heart, despite the name, is really meant to be providing students with rent for when they're homeless. So, I wouldn't limit it anymore to just winter break housing or just moving on campus.

I would just add more often than not I help these students through the emergency fund because it's a bit of a faster process and often they don't need more than \$500. The Inn Between Fund is really about helping students that are homeless that are going to need long-term help, maybe upwards of \$1000 or something like that. So, it's a bit more of a rigorous process to qualify for it.

A CHHS senator: I have a request/comment about the letters that I get from your office. Of late, I've noticed that some of the letters don't include specific information about the dates during which we are supposed to assume that a student will not be able to make it to class. From your presentation, I understand that it is about two weeks or so, but the timing of the letters is crucial for me because sometimes if the letter comes a week late or a few days late, then I know that it applies retrospectively. For example, I had a letter that came in today that was expedited. It came in pretty quickly. So, I know that it applies for the week that follows. So, some indication of when the student requested the letter would really be helpful if you can include that.

Michael: I appreciate it, and this is a request I've heard from faculty for really most of this semester. Let me explain why the dates aren't in there but I do want to acknowledge why it is hard. Everything that you just described is hard and I would love to include the dates, if possible, but this is why I thus far have not been able to do that. I hear it most with the quarantine and isolation letter – “When did the quarantine and isolation start?” And you might have noticed we did add some date ranges to that one based on faculty requests to be clear on how long it lasts. The challenge with including a date upfront is that we don't often know upfront how long the quarantine/ isolation will last with certainty. The most obvious example is a student is quarantining because they are a close contact. We expect it to be 10 days but 5 days later they start to develop symptoms. They test positive and now they're in isolation, which will be another 10 days. And we're not able to reissue letters. And by doing so, we're also probably violating what we're able to share in terms of protected health information. So, I would love to have the date in there but that is why I currently don't. I have been working with the contact tracing team all semester to ensure that I get the names from them no more than one or two business days after they talk to the students. So, if you get the letter, you can assume that that isolation or quarantine has started, 9 times out of 10, just a day or two prior. There are only some very limited circumstances why there might be a delay. And I would also add that you're always welcome to reach out to me and confirm. For example, if a student is saying “I just started. I'm going to be out of class for 3 weeks and if that doesn't make sense, I will always tell you on a case-by-case basis. Hopefully, that gives some context as to why I'm not doing it every time.

CHHS Senator: Thank you. My question was specifically about situations where it was not COVID-related. For quarantine I understand that it is 14 days, plus or minus another three or four days. . But in other situations where the student might be experiencing minor illnesses, even if you include the date when the student made the request it helps me to figure out if I should think of excused absences retrospectively or in the coming days. This was not about COVID or quarantine-related issues. It was about illnesses where it's hard for me to make a judgment as to how long that is supposed to last or even know what the period of time might be.

Michael: Thank you for the feedback. I can go back and see if we can include the date reported. This is a fancy mail merge program that happens. Those are harder to put an end date on, but it might be possible to indicate when the request came in. I'll see if we can work that into the mail merge somehow.

CHHS senator: I really appreciate that. Thank you.

Caroline Kanaskie, Vice President of the Graduate Student Senate: You have met with GSS leadership before, and thank you for that. I wanted to clarify whether the basic needs programs are also available to graduate students?

Michael: Yes, graduate, undergraduate, Manchester, and Law. For Manchester and Law, they can request Swipe it Forward or a laptop, but it is a little bit more inconvenient for them to access that because they have to come to Durham. But any UNH student has access to all the basic needs programs.

Provost Jones made a point of saying thank you to the Faculty Senate because, as Michael pointed out, the Inn Between and the Swipe it Forward programs were created as crisis tools but the Faculty Senate support last year of providing philanthropic funding for these programs has really grown. Wayne said that we have had some very generous alumni that have also stepped up, so the resources Michael has to deploy are far more substantial than they were a few years ago.

The senate chair thanked Michael for his presentation to the senate.

IV. Approval of the minutes from October 18 – No corrections were offered. The minutes were approved by unanimous consent.

V. Remarks by and questions to the chair

- A COLSA senator shared that SVPAAs Kate Ziemer sent an email about student evaluations of teaching, and it indicates that faculty have the ability to use the older set of evaluation survey questions via a Qualtrics survey. The senator asked if there is a template available for faculty to use for that? If so, could that information be provided to faculty senators so they can share the template instructions with their faculty colleagues? Kate responded that she will work to get that up on the provost website.

- Senate chair, Kevin Healey, reminded the group that senator and Agenda Committee member Harriet Fertik will be on leave in the spring. The Agenda Committee has nominated Kathrine Aydelott as a replacement member. An election will be held at the December 13 Senate meeting. Other nominations are welcome, including self-nominations. Nominations would need to be made from the floor at the meeting. Kevin said that he would be interested to know in advance if there are any nominations.

- Kevin shared that the first meeting of the General Education Review Committee (GERC) was held on November 18. Another meeting is being scheduled and a committee chair will be elected at that meeting.

VI. Update on the Senate fact-finding survey - Vidya Sundar from the Agenda Committee presented slides to update the Senate about this effort. The presentation is based on survey data collected between 11/17 and 11/28 and an analysis of the many comments that were submitted in the open comment area.

FACULTY SENATE FACT-FINDING SURVEY ON ADMINISTRATIVE CHANGES

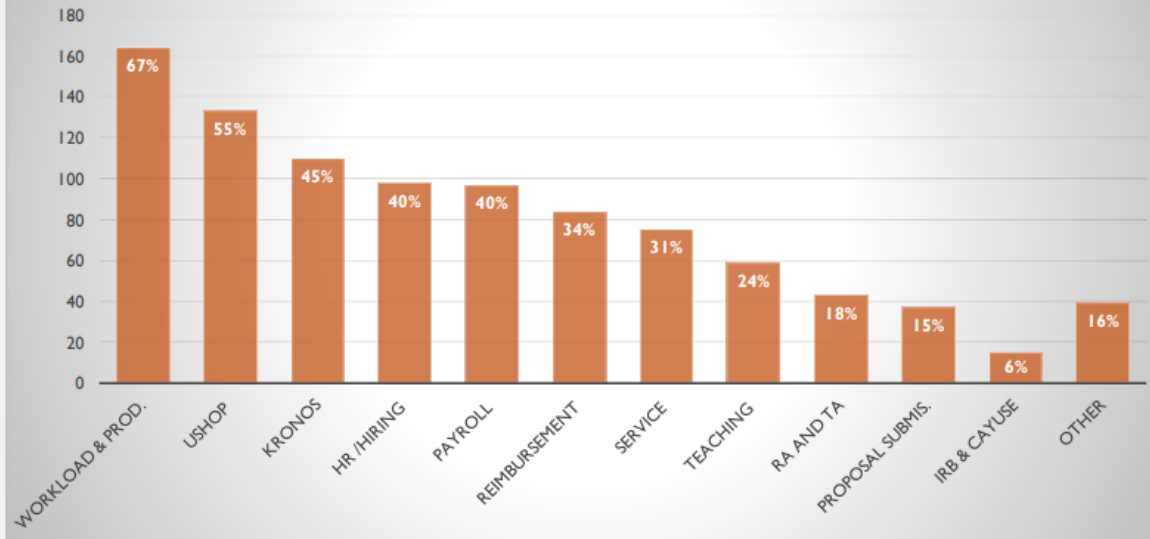
- **Process:**
 - Joint effort by Agenda, Research and Public Service, and Finance and Administration Committees
 - Survey data collected between 11-17 and 11/28
 - Closed and open-ended questions
 - Data does not represent unique respondents

SURVEY RESPONSES

College/Unit	Frequency	Percentage
COLA	61	25%
COLSA	44	18%
Paul College	18	7%
CEPS	46	19%
CHHS	41	17%
UNH Manchester	12	5%
Other (Law, E-Coop Ext., E-UNH)	6	2%
Other (unknown)	7	3%
Total	244	100%

Primary Role	Frequency	Percentage
Faculty member	177	73%
Chairperson	15	6%
Institute director	3	1%
Staff	41	17%
Other	3	1%
Unknown	5	2%
Total	244	100%

Key issues resulting from recent administrative restructuring



FINDINGS

Increased workload & administrative burden

- Negative impact on research & productivity
- Shifting administrative burden

Confusion & frustration

- Lack of clear process or point person
- Broken workflow

UShop & Procurement

- Significant delays, inability to track orders
- Vendors not in Ushop, increased cost

Kronos

- Time consuming, complicated
- Multiple positions; approver privileges

FINDINGS

HR, Hiring

- Delays in hiring and payroll
- Inadequate support
- Difficulty onboarding

Payroll/compensation for grad students

- Widespread delays in RA & TA hiring & salary disbursement

Financial & Administrative Restructuring (FAR)

- Payment to contractors, vendors, & partners
- Travel & personal reimbursement issues

Grants & Contracts

- Lack of confidence – proposal development
- Difficulty with budgeting & financial reporting

FINDINGS

IT & AT

- Centralized process difficult to navigate
- Lack of IT support for day-to-day computing & specialized needs

IRB & Cayuse

- Cayuse – mixed results

NEXT STEPS

- Executive summary
- Full report (with personally identifiable information redacted)
- Dissemination of findings(full report)
 - To Administration
 - To senators, faculty, and staff
- Discussions with administration to develop action items (with senate input)

Vidya offered to take questions. Jim Connell from the Agenda Committee shared a reminder that the survey remains open and that senators should make everyone know that as they encounter something new or new to them, they should share it in the survey. Jim said that hopefully things will get better but the things that they think they fixed that they haven't fixed, they need to know about.

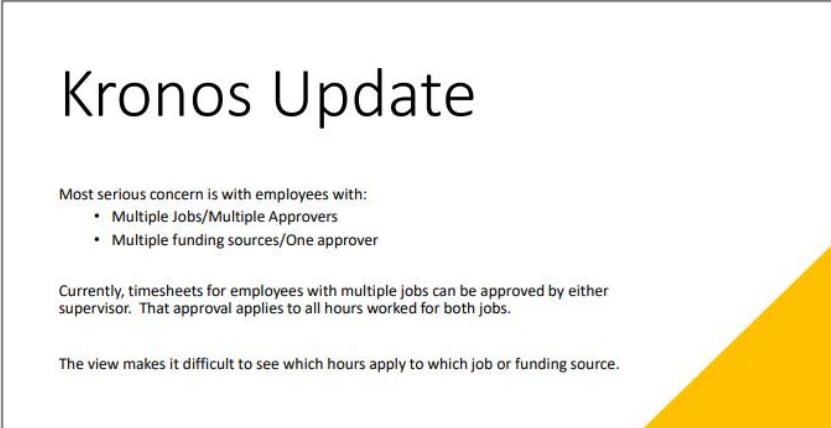
A COLSA senator said that some questions came up in her faculty group regarding the inclusion of the IRB software in the survey. She said that the faculty in the group felt that this system has worked really well, and it has been a really positive experience overall and they were worried that, including it in the survey might have pulled some negative thoughts that otherwise weren't there. And it may lead some to think that there is a problem with that system when maybe it has been working well all along. Vidya responded that the survey is just one way of how we're collecting information. The Agenda Committee has also asked senators and their departments to collect information that may be more representative of the departments rather than individual faculty members. Vidya said that her personal experience with the IRB software has also been positive even though there is a little bit of a learning curve. She said that the survey results actually reflect this too. There were more positive or neutral comments about the Cayuse system than negative comments, but some people did experience difficulty with it. The analysis in the report shows that there are some areas where there are significant concerns about things like Kronos and UShop but with Cayuse, there were fewer concerns. Kevin said that he fielded a similar question from a faculty colleague. He said that we wanted to include everything that was part of a huge set of changes that people have been dealing with. The inclusion of any particular thing is not an indication that we necessarily think it's an issue or a problem or that it was rolled out inappropriately or anything like that. Instead, we wanted to include every major change that has come our way during this sort of broad-scale restructuring to do the work of understanding to what extent is it an issue and what the issues are so we can then prepare a report to deliver to the administration. I think that is part of the rationale there. Vidya said that the cumulative effect of dealing with all of these changes together is important in identifying the impact. The sum is greater than the individual components.

A representative from the post-doc association asked how long the survey will remain open and how she can best represent the impact on the postdoc community because these issues have affected them similarly and yet distinctively in their professional development. Vidya responded that we don't have an active plan to close it. As a committee, we have not decided on a specific end date for the data gathering. The initial effort was to do a big push in the first two weeks. Vidya made a suggestion that the survey be shared widely to the postdocs and if someone can't find their issues in the survey categories there is an open-ended text field that can be used to share detail. As well, a postdoc could contact a member of the Faculty Senate Agenda Committee. If there are issues beyond the 13 to 14 categories we've identified, we particularly welcome that because that's something that we haven't sort of consciously been paying attention to.

Ivo, chair of the RPSC, advised that the survey should address both short-term and long-term issues. The long-term issues are more important. But short-term issues related to the time needed to transition between systems are still issues that faculty are facing. It may be working great, but there's still some money or time cost associated with the transition.

VII. Update on Kronos issues - Kevin Healey reminded the group that he and vice chair Matt MacManes have had two recent meetings with the HR leaders about Kronos. The most serious concern with Kronos (technically UKG Dimensions) is the multiple approvers issue. In cases where the employee has more than one job, a timesheet approval by one supervisor approves the hours for all of the jobs. As well, the interface makes it very difficult to see the hours that apply to each job or to individual funding sources.

Kevin described the issue and the progress through a series of slides as follows:




Kronos Update

Most serious concern is with employees with:

- Multiple Jobs/Multiple Approvers
- Multiple funding sources/One approver

Currently, timesheets for employees with multiple jobs can be approved by either supervisor. That approval applies to all hours worked for both jobs.

The view makes it difficult to see which hours apply to which job or funding source.



11/8/21 Meeting to communicate ongoing concern about "Multiple jobs/multiple approvers issue"

Attendees: Senate leadership (Kevin and Matt)
Jim McGrail, Chief HR officer at USNH
Kathy Neils, Chief HR officer at UNH
Amy Hodgdon, Project Manager
Amanda Riecks-Kurshinsky, USNH Director of HRIS
Heather Madore, UNH HR Services & Payroll manager

Outcome: Solution to the "Multiple Approvers" problem is not expected until October 2022.
Kevin shared that a motion of no confidence is being considered.

11/29/21 Meeting with update on progress to resolve

Attendees: Senate leadership (Kevin and Matt)

Jim McGrail, Chief HR officer at USNH
Kathy Neils, Chief HR officer at UNH
Amy Hodgdon, Project Manager
Amanda Riecks-Kurshinsky, USNH Director of HRIS
Heather Madore, UNH HR Services & Payroll manager
Provost Wayne Jones
Marian McCord, Sr. Vice Provost
Louise Griffin, Sr. Director for Research & SPA

Meeting outcomes:

Overview of timeline for Kronos RFP (Jan 2019) and rollout process (EOS was part of rollout, not a pilot)

Multiple approvers requirement was included in the RFP – but wasn't actually in the product.

Multiple Approvers issue – affects approximately 10% of employees

Explanation of interim solution to be implemented by January 2022 that would limit approvals to only their employees.

Senate leadership concern that a) Senate wasn't included in original decision making and vetting b) faculty and researchers not involved in usability testing early in the process. Instead, only HR staff tested it before rollout. c) Concern about usability testing for "the fix."

Multiple Jobs/Supervisors Issue



UKG (fka Kronos) Workforce Dimensions (WFD) is unable to properly route timecards and approvals for employees with multiple supervisors and/or jobs. Ideally, the timecards would route to the appropriate approver based on the job.

- Lack of notifications for the second supervisor. Lack of visibility for secondary supervisor into employee's timecard on the supervisor dashboard when timecard is approved.
- Unnecessary notifications to primary supervisor (i.e. for timecard edits).
- Employees not selecting the right job when punching in (generally because they are not punching in/out, but instead completing timecards through the edit feature).
- Supervisors unaware of the second job have sometimes disapproved of the seemingly erroneous time recorded.
- Supervisors unaware of the second job may not realize that the timecard was marked approved by another supervisor and still requires their approval.

Correlated concerns:

- Delegates/Proxies
- Effort Certification for Grants
- Accommodating the existing ERP system (Banner HR/Finance) is a factor which complicates design and solutions

This slide provided by USNH HR, 11/29/21

Brief History – Multiple Jobs/Supervisors



RFP - The need for multiple jobs/supervisors functionality was included in our Request for Proposal (RFP) when we selected this system.

Early implementation – The issue was raised with UKG. UKG put together a Customer Advisory Board on the topic and devised a solution called “Multiple Manager Roles” which was released October 22, 2020.

Late October/November 2020 – USNH tests and validates “Multiple Manager Roles” and informs UKG leadership that while some issues have been addressed, significant problems still exist. UKG reviews with USNH to gather more detail on the requirements.

December 2020 - UKG provides developer resources to work with USNH directly in reviewing various use cases associated with this issue. UKG works to devise a solution that both meets USNH's needs and is scalable across the UKG WFD platform.

December 2020 through present - Incremental improvements are made to data views and tiles, reports, notifications, job aids, and implementing punch tiles which require the employee to select a job.

January 2021 – USNH conducts a comprehensive review of several significant issues with vendor, including concerns related to Multiple Jobs/Supervisors.

April 2021 – After several iterations, UKG designs what seems to be a workable solution. The solution will be released in two stages, with the first coming in October 2021 and the second in October 2022. USNH continues to engage with the vendor through this process, and does some preparatory work in anticipation of the October 2021 release.

July 2021 - Elimination of required supervisor approvals of all timecard edits which improve the employee and supervisor timecard review process by reducing the number of steps needed to review/approve timecards.

9

This slide provided by USNH HR, 11/29/21

Current Activities



October 2021 – UKG releases “Approvals by Job” functionality on schedule. This includes new visual indicators of time relevant to the approver on the timecard. In addition, UKG also releases improved reporting capabilities ahead of schedule. While this was anticipated for Fall 2022, if testing proves successful USNH could adjust data views to allow supervisors to more readily see if there are hours which they have yet to approve on a timecard (even after another supervisor has applied their approvals).

November 2021 – January 2022 - The “Approvals by Job” functionality requires USNH to make adjustments. It also requires testing and validation. UKG is supporting USNH in this process. Improvements were anticipated October 2021, but are delayed 3 months to be delivered January 2022.

- Implementing changes to employee groupings by supervisor, to limit the population of groups and allow more refined reporting and approvals;
- Updating our implementation of UKG Dimensions to utilize the new “Approvals by Job” functionality;
- Testing and validating the updates in the Test environment;
- Improving reporting for the supervisor by leveraging the new reporting elements to allow supervisors to identify employee timecards which require their approval for hours relevant to them.

10

This slide provided by USNH HR, 11/29/21

'Approvals by Job' Functionality



- "Approvals by Job" functionality includes new visual indicators of time relevant to the approver on the timecard. When the employee has time worked in a job for which the supervisor is responsible, the Punch and Transfer cells are bolded and a 'head and shoulders' icon is displayed on the timecard and Totals tab.
- Shading of the Punch and Transfer cells on the timecard to identify hours the supervisor has already approved. This feature was delivered by UKG in October 2021 and is in the process of implementation at USNH, anticipated January 2022.
- Updated reporting mechanisms to show hours remaining unapproved by supervisor.

13

This slide provided by USNH HR, 11/29/21

Upcoming Activities



October 2022 - The second round of improvements – the Positions functionality – is and was estimated to be delivered in October 2022. We have regarded this as a more permanent fix, but the near-term fixes described previously deliver significant enhancements

- Further improvements to data views and tiles
- Further improvements to visual indicators on timecards
- Notifications to each supervisor as appropriate for the job worked.
 - Note: USNH is reviewing customized notification options to meet this need in the interim.

11

This slide provided by USNH HR, 11/29/21

Next meeting between Senate leadership with UNH and USNH HR, Wednesday, 12/1

Planned Agenda

- Discuss usability testing for the Multiple Approvers “fix”
- Discuss other Kronos and HR issues that surfaced in the fact-finding survey
- Discuss shared governance structures with UNH and USNH going forward

Kevin shared that there have been discussions among senators and with some of the standing committees about drafting a motion in connection with the Kronos problems. Kevin said that he has shared this with Jim McGrail, director of USNH HR, and has explained the Senate procedure for these types of motions.

Jim Connell commented that he is gratified that HR is talking with us and what they are promising sounds good. The only problem is they have promised things multiple times in the past, which never came to fruition. We were promised that these problems would be gone by October of this year. That was promised back in April and that is not the only case of such things with HR. Jim said that he thinks their credibility is pretty much shot and that is one reason why we should have a motion. Jim said that there is also a sense, at least in his department, that the Senate is not really speaking up for the faculty as effectively as they can. Even though they are coming to the table now there is the sense that we should have this motion. Jim explained that once the motion is on the floor and seconded it goes to the Agenda Committee and subsequently to another committee. So, it is a process and if things can be resolved, then it need never actually come back to the floor. Jim clarified that there is no time limit for how long it can be tabled unless they simply refuse to engage. When we have had this sort of thing in the past it has taken weeks because multiple meetings are involved.

Matt MacManes said that while HR today had agreed to allow faculty to participate in testing, this is testing of a fix that they have already decided on and assumes that the issues have been appropriately identified without any faculty input. The idea that they have actually identified all of the problems and devised a fix is, seemingly, very unlikely. Matt said that to expect faculty to come at the very end and participate in really what is sort of a sham shared governance process is unsatisfactory as far as he is concerned. It is great that they have offered us this opportunity, but we should not be naive in thinking this is shared governance because it doesn't seem to be that way.

A UNH Manchester said that he is also very much in favor of this motion. He also commented that while there is rhetoric coming out of HR about lessons learned, as we have just seen, there is no evidence that they have learned the lesson that if faculty are involved in the design and execution of processes where we are directly implicated, things will work better.

Matt clarified that Jim Connell will be presenting the motion on behalf of the Agenda Committee. Vidya said that the rationale for the no-confidence motion comes on the heels of previous instances where HR did not involve faculty.

Jim Connell presented the following motion on behalf of the Agenda Committee:

Owing to the damage it has done, and continues to inflict on the academic mission, Kronos being one glaring manifestation; and for its apparent systematic indifference to the academic mission and reputation of the university, and to all norms of shared governance; the Faculty Senate of the University of New Hampshire declares it has no confidence in the management of the USNH/UNH Human Resources Department.

The Senate chair clarified that the motion is now officially tabled, in accordance with the Senate rules for motions of this kind.

Jim Connell clarified that when the motion is brought back to the floor senators will be able to offer amendments to this language. In fact, it is likely that when it is brought back by the committees involved, the Agenda Committee and another committee, it will include more detail and a rationale.

VIII. Charges for the Diversity Ad Hoc committee - Kevin, the Senate chair, reminded all that a report and recommendation on the charges for the adhoc committee on a General Education Diversity Requirement (Appendix VIII.1) has been distributed to the Senate for several weeks now and he hasn't received any comments or concerns.

Tim Montminy made a motion as follows:

The Faculty Senate endorses the Agenda Committee report and recommendations on the charges for the ad hoc committee on a General Education Diversity Requirement

The motion was seconded. **The motion was approved by unanimous consent.**

IX. New Business - Tim Montminy explained that in light of the issues surrounding sexual assault and sexual harassment at UNH and the number of students that he has spoken to who are upset about the issue, he has made a couple of hundred teal ribbons. Teal is the color for sexual harassment and assault victims. Tim said that he has been giving these ribbons out to students and faculty to show a visible symbol and awareness within the community and as a way to encourage the administration to continue its work on dealing with this issue on campus. Tim shared that he has plenty of these ribbons outside of his office and anyone is welcome to take some.

X. Adjournment - The meeting was adjourned at approximately 5:00 PM

Some Useful UNH Acroymns

AAC	Academic Affairs Committee (Faculty Senate standing committee)
AC	Agenda Committee of the Faculty Senate
ASAC	Academic Standards & Advising Committee
APC	Academic Program Committee (Faculty Senate standing committee)

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

APPENDIX III.1

Slides presented by Michael Blackman, Dean of Students



PANDEMIC TRENDS

- Upward trends in depression and anxiety
- Internet and housing insecurity
- Feelings of isolation and loneliness
- Acute anxiety for international students
- Acute financial concerns and food insecurity for first-gen students
- Acute stress for students of color



MY BACKGROUND

- Northeast is Home
- Many Professional Opportunities
- Recently Dr. Blackman!
- Kathleen, Nora, and Liam

Resources for Faculty @ UNH

- PACS – unh.edu/pacs
- unh.edu/pacs/suicide-prevention/helping-student-distress
- DOS – unh.edu/dos
- unh.edu/dean-of-students/getting-help/helping-student-distress

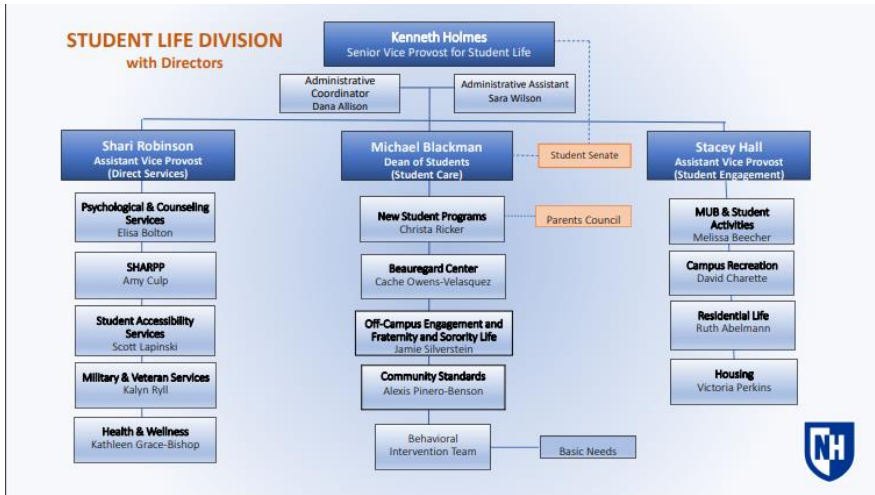
Student Life

- Provides networks of support
- Promotes leadership and involvement
- Extends learning beyond the classroom
- Guides academic and career decisions

The Mission

Student Life is committed to facilitating **student learning**, **holistic development**, and **overall well-being**. Access, belonging, inclusion, and engagement are at the center of our work to foster a **welcoming, safe, and caring** campus community. Through student-centered, co-curricular programs, services, resources, and partnerships, we strive to **enrich students' education and support their personal growth** to reach their potential at UNH and in the future.





Additional DOS Staff

- Dean's Notification Letters
- Basic Needs Support
- Health Leaves
- Behavioral Intervention Team
- Parents Council
- Undergraduate Student Senate

Support

unh.edu/basic-needs



Student Emergency Assistance Fund (SEFA)	
Total Awarded (as of 5/24/21)	\$100,598.46
Total Students Assisted	201

Inn Between	
Total Awarded (as of 3/23/21)	\$1959.82
Total Students Assisted	3

Swipe It Forward	
Total Swipes rewarded	1130
Total Students Assisted	31

Mike Blackman

dean.students@unh.edu
unh.edu/dos
Follow me on Instagram / Twitter: @dean_mike_b

thank you

Questions?

Dean's Notification Letters

- New Website! (unh.edu/dos)
- Common Faculty FAQs
- Faculty discretion vs dean's letter vs SAS?
- Why two letters?
- What/How are students told?
- Do I have to offer Zoom?
- What about classroom spread?
- Why can some offices close and not me?

APPENDIX VIII.1

UNH Faculty Senate Agenda Committee Report on proposed charges for the ad hoc committee on a General Education Diversity Requirement

November 1, 2021

Motion # XXV-M23 (to create a new Ad Hoc Committee on a General Education Diversity Requirement) stipulates that the Diversity Requirement ad hoc committee is “to develop the framework, objectives, and student learning outcomes (SLOs) for this requirement.”

To this end, the Agenda Committee issues the following charges to the new Diversity Requirement ad hoc committee.

Logistics and Research

Arrange an initial meeting (with Faculty Senate Chair and/or Vice Chair in attendance). If a committee chair has not already been appointed, the committee will hold an election.

Collect and review all relevant documents from previous and/or current committees at UNH, including especially documents from the 2019-21 Discovery Review Committee. Contact Kathy Brunet to secure access to these documents.

Construct a list of existing UNH course offerings that may be relevant. Solicit input from faculty across the university. Since the SLOs for the new requirement are not yet finalized, the committee should initially defer to faculty in deciding which existing courses may be relevant.

Solicit and review existing SLOs for any relevant courses identified (above). Drafts of SLOs should already be available in some form as an outcome of the recent NECHE accreditation process. They may be included in course syllabi, or they may exist as separate documents on a departmental level.

Locate and review existing general education diversity requirements at comparable institutions. In reviewing such programs and requirements, focus on their student learning outcomes and overarching objectives, rather than the details of their requirements (number of credits/courses, etc.).

Analysis and Deliberation

The committee's first report to the full Senate should cover 1) the scope of the diversity requirement, including clear guidelines for the range of content, methodologies, and disciplinary approaches anticipated in courses satisfying this requirement and 2) how this range of content, methodologies, and disciplinary approaches would satisfy the principal SLOs of this requirement.

In order to prepare this report, the committee should consult any additional faculty, students, researchers, or professionals whose expertise may be helpful in focusing the committee's discussions or addressing questions that may arise. These persons may be employees at UNH or elsewhere, including from other institutions' programs as identified above.

The Faculty Senate is committed to shared governance. Therefore, the work of the committee should involve discussions and coordination with relevant university administrators and staff, including the Chief Diversity Officer, directors of the Beaugard Center, with DEI college committees, the Student

Senate, and the Graduate Student Senate. Seek advice from the Agenda Committee, if necessary, to identify relevant experts who may serve as consultants or guest speakers for the committee.

In collaboration with the Agenda Committee, consider hosting one or more open-forum sessions where faculty, administration, and staff may discuss the work in progress in developing SLOs. These forums may serve as feedback sessions for the committee to address emerging questions, and may also serve as information sessions to increase transparency around the SLO development process.

Expected outcomes

In preparation for a final recommendation to the Senate, an iterative approach is necessary that should include presentations to and discussions with the Senate, and motions to endorse elements of the recommendation in advance of the final recommendation.

The ad hoc committee will submit a final report on its recommendations and present it to the full Senate for approval. The final report and presentation will include recommendations for the framework, objectives, and student learning outcomes of a new general education diversity requirement.

This committee will be working concurrently with the ad hoc committee on General Education Review (GERC). The work of identifying how a diversity requirement will fit into the general education curriculum will be a joint effort. For example, questions about whether the diversity requirement is a stand-alone course or whether it could overlap with another requirement will need to be considered by both committees and ultimately approved by the Senate.

Timetable

The committee will present an update on their progress to Senate by the end of the fall 2022 semester, and another update early in the spring 2022 semester.

Some UNH Acronyms

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ASAC	Academic Standards & Advising Committee
APC	Academic Program Committee (Faculty Senate standing committee)
AT	Academic Technology
BAC	Budget Advisory Committee
CaPS	Career and Professional Services
C&PA	Communications & Public Affairs
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CERP	Covid Early Retirement Program
CFAR	Center for Academic Resources
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SSSC	Student Success Steering Committee
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