

RIT | University Council

Meeting Minutes: January 27, 2021

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

Approval of Minutes from November 18, 2020 Meeting

The minutes were approved by 21-0-0.

Budget/Capitol Budget Process and Priorities

James Watters, Sr. VP Finance & Administration

I'd like to start by talking about the extraordinary effort put forth by everyone in the community in transitioning to the sudden campus shutdown in March and getting ready for fall term. We sent students home and rebated dormitory and dining fees. We controlled expenses and all of you contributed to a unified effort there. We actually ended the fiscal year in solid financial shape which is important because we are publicly rated by agencies in New York City and to show a positive bottom line on June 30th given all those challenges is remarkable. So, thank you all very kindly for the way you responded.

As we look to fall 2021, we entered this fiscal year with \$34.5M deficit in the operating budget. This was a combination of many factors. Obviously financial aid to students was up because of the economic impact on families' incomes. The University had to respond with a lot more money from the operating budget to provide institutional funds for scholarships. Enrollment was slightly down from target and plan and we incurred extraordinary expenses in readying the campus for arrival of students, staff and faculty. We did everything possible to ensure a safe environment. So when you look at the combination of everything that was done, that \$34 million came pretty quickly. We put in place a very rational plan to cover the \$34 million and many of us worked extremely hard over the summer to provide a package that would, I think, spread out the pain equally across the institution. So, we have controlled spending and position hires. We went without merit increases. The trustees responded by doing a distribution of an extra \$10 million from the endowment on a one time basis to help carry us through this shortfall.

Registrations for fall semester had been a concern for us, as we weren't quite sure with the extended period of time students were home over the winter how things would go. But I can report that we are in solid shape for this semester. We are down in graduate students by a little bit more than 50, but we've made up for that with undergraduate students both returning and also new incoming undergraduates. So at this point we look very solid to maintain our plan and the monies that we see coming in this semester will more than make up for some of the shortfalls that we've experienced along the way, as far as operations. Additionally, we will be seeing some funds coming in from the federal government. There are two allocations coming to the institution; one to the university proper and the second to NTID of \$11M. It's important to make that distinction because while NTID is part of RIT and not a separate legal institution, it receives direct appropriations from the federal government for its operations which cannot be used by the rest of the university. So this \$11M is not available to spend on general university expenses. We believe RIT itself will receive about \$11M or slightly more from the federal government. We will pass through \$5.3 million to students to assist them in the economic challenges which they are facing. Hopefully, this money will be deployed in ways to help out the neediest and also those who have incurred additional expenses, as a result of travel quarantines and other imposed COVID-19 requirements. We will be working out all these details over the next several weeks.

Planning is underway for the coming fiscal year. We are modeling as to what fees would increase, what tuition and financial aid would look like, and anticipated enrollment. Approximately 40% of our enrollment is new every year, so this is very consequential. Close to \$8M was taken from everybody's budget. Personnel expenses were reduced by about 3% overall in each division of the university, most of these came from unfilled open positions. Our contingency fund was reduced in order to respond to the challenge of the \$34M. So, now it's a matter of working with the

leadership of the governance groups and with the Administrative Council to figure out, as we start to see marginal revenue returned to us next year, how we start building back some of these permanent reductions that were incurred. We need to be thinking about merit increases, strategic hires for the research agendas, the Strategic Plan and what we will do in a way of restoration of any travel monies. These conversations will be going on over the next several months as we prioritize what available marginal revenue we might see for next year.

Nonetheless, the President is very visionary and keeps us looking forward and has been talking all along about the future of this university and how we emerge from this challenge ahead of the competition and positioned to retain our attractiveness and the leading edge programs we have here. As we enter a cycle of very competitive environments for students over the next 5-7 years, due to a great decline in the number of high school students, we absolutely have to be positioned to be better than the competition in order to maintain our financial and enrollment status. So, I will review now some of the capital projects that are going on give you a quick analysis of where we stand in the funding sources for them. To demonstrate the fact that we are very stable we've had a long term plan in place and that the monies being used are very, very tied to the strategic plan and really a part of our future, so that we retain the preeminent position we have right now, from an enrollment and recruitment standpoint.

First and foremost, the trustees are always making sure that we are effectively utilizing all of the real estate and square footage that we currently have. We have slightly more than 6 million square feet of space here on the campus under roof and they are certainly concerned about overbuilding. So, over the past several months we looked at how we could effectively utilize a certain set of facilities.

- Both the Center for Urban Entrepreneurship downtown and Venture Creations over on John St. are operating with excess capacity and so we've consolidated those two operations in downtown Rochester at the Center for Urban Entrepreneurship. We will move the Marketing & Communications Division from Brown Hall to the former Venture Creations location. This will consolidate this division in one location and free up Brown Hall which will now be converted to a research facility.
- Architects are starting to work with the deans of the College of Science and Kate Gleason College of Engineering in establishing the user requirements for the laboratories. We believe between 19 and 21 labs can be built in Brown Hall. Additional research labs are directly tied to the Strategic Plan and we will be funded from operational funds from the university.
- Construction of the Innovative Maker & Learning Center (IMLC) is underway. If you've been on campus anytime recently you may have heard the pounding of pilings going on as we start to lay the foundation of that ~\$100M building. It will be done late fall 2023 and will be the centerpiece of RIT for years to come. It includes more than 40,000 square feet of classroom space (also a strategic need). Next, we'll look to take some of the college classrooms located near existing laboratories and convert them to additional research space.
- The Performing Arts Center is being designed by a world renowned architect operating out of Los Angeles. We don't have much to show you in the way of concept drawings yet, but we believe this ~\$40M project, will be fully funded from bonds (with some gift monies), will become the center of the future for a period of time to provide the venue for the growing performing arts programs here at the institution.
- Athletic facility renewal: We have more than 650 athletes on campus that utilize our facilities quite regularly. They are really are just old and tired. If you take a look at the stadium we have right now for soccer and lacrosse, it looks much more like a high school than a leading university, so it is time to make some investments into those facilities. Baseball and softball athletes rarely get a chance to play on their own home turf because these natural fields don't drain well and are often unusable in the spring, so we are looking to make improvements there as well.

Review of slides for upcoming projects

IMLC Building

- Had a lead gift of \$17.5M from trustee Austin McChord and ~\$7.5M additional gifts. We will be working with University Advancement to raise additional gifts. The rest will come from bond proceeds. It is absolutely a part of every capital structure for universities to use debt proceeds to fund construction. We can borrow

money at very favorable rates and it just makes absolute sense to avail yourself of the tax laws that exist by the Federal Government and use that as part of your capital structure when you're doing long term construction projects. It's going to be an exciting project and unlike anything that's on the campus presently.

Music Performance Theater

- The first phase of this building will be located by Institute Hall, and the College of Engineering Technology & GIS. It's going to be a centerpiece for the institution for our Performing Arts Programs. As I mentioned we're just now getting into design. The architects are working with faculty to understand the scope and requirements and so there'll be much more to come on this in the future.

Athletic Facilities Renovation

- You'll see the in our first phase, we will be moving the existing track and field across Andrews, to the north and relocating those assets there and creating additional playing surfaces on the northern side. As we look to create a new stadium for soccer or lacrosse we want to no longer have the track separating spectators from the field and so we will be bringing the fields, close to the stands. We have no concessions or public facilities there for spectators; these things will be built into the vision for the stadium. The design is ongoing and I can't give a start date for construction. It will be dependent on how fast we can continue to move forward with the design. We will be paying as we go on these. There'll be some bond money used, but majority over time we will be paying from surpluses that the university generates to reinvest it in some of these much needed facilities.

Lowenthal Building

- The Lowenthal building is under design right now and Dean Mozrall of the Saunders College of Business has been busy raising monies to afford a new addition to that building. We also have a proposal in to the state for grant monies to complement the monies that she's raising from private sources. And we're waiting now to see what the state tells us before defining the ultimate scope and size of that project. But right now we see a \$16-\$18M addition to Lowenthal as a result of the dean's aggressive fundraising and support from Philp Saunders, who the College is named after. He provided the lead gift on this project.

All of the debt financing that is associated with the buildings that you've just seen is already built into the operating budget. It is accounted for and the operating expenses associated new facilities are always built into forward looking budgets, so these things will be in great shape once we get through some of the challenges that we face right now. We intend to start to pick up again with the renovations we've been doing in the College of Science. We've done some beautiful new labs in that building and some work remains to be done. The pace at which that happens will be determined, by the way in which we finish this year and our projections for the next.

I would remind you that this past summer we cancelled about \$18M for the construction projects on the campus and so we're in the process now of re-evaluating and re-prioritizing cancelled projects to make sure that we are updating them with the continuous priorities of the university.

Q: Clyde: With all the new construction located where people used to park, the parking situation is liable to get even worse. Is there funding available to increase the amount of parking?

A: We are sensitive to this and have engaged a Master Planner for the entire campus by the name of Hargraves. Part of their charge is to work with our management teams to respond to the parking challenges and where would be the most logical location to increase capacity and what form that would take. Over time, there's been no willingness on the part of our users to finance construction of structured parking as you would and so where would we most likely relocate some of the surface parking that we have. That will be one of the first charges Hargraves has to think through as they think about traffic movement on campus as well as pedestrian movement and future development.

Dr. Munson Commented: I don't think that we're going to have 100% of our workforce working on campus anytime soon, if ever again, and so I think that's going to give us some years to work on this problem, but ultimately it probably is something that we're going to need to address.

President's Report

COVID is a bigger challenge now than last term. The Finger Lakes Region (not our campus) currently has a higher percentage of the virus. It had been low until Thanksgiving and then kept going up, actually above 10% for a while, but down around 5% now. In addition, we are concerned about new strains of the virus which although not here yet, seem to be more contagious and so we have a bigger fight on our hands. Wendy Gelbard will address this later in the meeting.

Vaccine eligibility in the State of New York is really based on the risk that a person has for exposure and the risk for poor outcomes. And so, for example, the fact that a person was declared an essential worker last spring and was allowed to come into campus where other people couldn't. That doesn't necessarily mean that that person would be one of the early candidates for a vaccine, and so our community needs to understand that. We know that our faculty who are offering in person instruction, are part of this Category 1B in our state and we are asking the same for our staff who are also face-to-face with other with students or employees. We are doing this through the Council of Independent Colleges & Universities (CICU). This organization is composed of 100 or so private universities across the state and is advocating on our behalf. We do want to see our staff treated the same as our faculty. All of that said, there isn't much vaccine available anyway, even if you're in Group 1B. I'm an older fellow and in 1B, but that hasn't helped me get a vaccine yet. So, as Wendy will tell you, our best strategy is still the three W's – though now we have added a fourth – Willpower. We need to double down on what we already know works. We're having conversations now about upgrading our standards with regard to the mask policy. We still want people wearing masks most of the time, but we're going to be actually changing the policy to require at least a two-ply mask and no more bandanas or similar items. We really need to be just as safe as we possibly can be, especially with the arrival of the new virus strains. Because we have enough experience with the virus, we know how to be safe and it's just a matter of doing it and doing it consistently. And it's going to be tough for the next probably two months or so, till the weather warms up. We just have to be really careful because we're going to be indoors a lot. And maybe things will really improve a lot when we can get outdoors but that's going to be a while, so we just need to buckle down.

A couple of other things...in the sports world you know our men's and women's hockey teams are playing. But we knew all along that this could be tough sledding from the standpoint that if we have a positive case on one of our teams, then we can't play. But if the opponent team has a positive case and they can't play, then we can't play them and so things are pretty much stalled out for a little while. We do hope we'll be playing again soon, but those seasons are not unfolding in the way that.

There is no decision yet on spring sports. I don't think it looks hopeful, but, there is no decision and I have not been part of that lead conversation so far. Speaking of sports, I do want to make a note that you all probably just saw that Lou Spiotti, our Athletic Director, is retiring. We thought Lou was our permanent Athletic Director as he's been with us for so long and it's going to be hard to imagine life without Lou. For those of you that don't know him well, he's a fabulous individual and he has instilled into our student athletes, a lot of character, a lot of attention to what happens inside the classroom, as well as outside the classroom, and he's run just an absolutely clean shop. This is going to be a huge change for RIT, but we will be launching a search soon and when the time is appropriate, we will be thanking Lou, I hope at a big celebration in person.

You also just saw I think today the decision that Imagine RIT, our big innovation festival, is going to be entirely online. We were hoping maybe to have at least part in person, maybe in the Field House, but we know that we need to let our teams know well in advance what the format will be so that they can prepare their exhibits accordingly.

I'm receiving questions now about commencement as has Provost Granberg and we don't have a decision yet. It will really pain me if we can't have any sort of commencement for the 2021 class, because if we can't do it for them, then we'll have two classes in a row in the queue awaiting their commencement and so we'll try to be creative. I have spoken with presidents of other colleges. There are other colleges that are absolutely planning versions of in person commencement. But they are much, much smaller places than we are, and so they talk about "well we'll just

have six ceremonies with I don't know, 50 or 100 students each" but that kind of strategy won't work for us and so we're going to have to think hard. So stay tuned.

C27.0 Policy on Title IX Sexual Harassment for Faculty, Staff and Students – REVISIONS

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

Stacy DeRooy, Director of Title IX & Cleary Compliance

The policy revisions were endorsed unanimously.

D19.0 Student Gender-Based and Sexual Misconduct Policy – Title IX - REVISIONS

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

Stacy DeRooy, Director of Title IX & Cleary Compliance

The policy revisions were endorsed unanimously.

COVID Testing Strategy

Wendy Gelbard, Assoc. VP, Wellness, Student Affairs Division

Ryne Raffaele, VP for Research

Melinda Ward, Executive Director, Risk Management & Insurance

As Dr. Munson said, we are indeed in a bigger challenge than last semester because of the prevalence of illness is higher and there are new variants that have proven to be more infectious. That being said, I can honestly tell you that I feel a lot more confident that we can handle it this semester because we have a lot more experience and we really feel like we are in a good position.

We will continue to test for cause and that means that we will test all those who with symptoms suggestive of COVID-19 and we immediately isolate them and quarantine their close contacts, while we wait for their testing results to return. In addition to testing for cause, we will be doing population surveillance. The difference with our surveillance this semester is that we are doing what I like to say is surveillance on steroids when we compare it to last semester. We will continue to do the wastewater surveillance and it will be a little bit different from what we did last term. If you recall last fall, we were able to target specific residence halls. We assessed and evaluated the information that we got last semester and what we anticipated, we will get this semester, and we know that many more people will or have already arrived on campus who have had COVID-19 and we don't know for what length of time people continue to shed virus in waste, so we are now refocusing our wastewater efforts to really use it as a trend of campus prevalence. So rather than testing 20 individual sites four days a week as we did last semester, we are going to be testing two sites - one site that measures the wastewater that is coming into our campus community and one site that measures what is leaving our community. This will give us an indication of what the prevalence is for anyone who uses the restrooms on campus, whether they be in academic halls or residence halls and we will be able to subtract the outflow from the inflow to help us estimate that prevalence. We'll be able to share that information with the campus community and one of the reasons why it's so valuable is that wastewater is felt to be a leading indicator. We know that people begin to shed virus in their waste probably four to seven days prior to developing any symptoms or prior to even becoming positive on a test, if one is asymptomatic. So this leading indicator will allow us to say to the campus community "now is the time to really step up your adherence to those three W's and really bring out that fourth W - willpower in all force.

In addition to testing the inflow and the outflow of campus, we will continue testing two days a week, at eight additional sites, representing both academic and residential areas. And this will allow some granularity pointing to specific areas of campus that might be at risk, but not quite as much as last semester, and again we just didn't think that it would be as useful. So we're still working on how we're going to present this information to the campus community. Jen Schneider is leading that effort, so more to come on that in the very near future.

One of our biggest changes is in our individual testing. For the whole of last semester we tested about 13,000 individual students. I want you to keep that number 13,000 in mind, as I tell you what we're doing with individual testing this semester. So first off, we are going to be offering individual testing for students 52.5 hours a week, Monday - Saturday. And it will encompass early morning hours up through early evening hours. It is quite a slick operation that has been developed. Kudos to Melinda Ward for leading this team in developing the operation. Today is day one and I went over there, this morning, and it's impressive. If anyone wants to see how it operates, I encourage you to volunteer to be a member of our team. I will plug you right in and you can participate and help us run this massive effort. And what's most amazing to me is that the people who are involved in this testing have never done anything like this before and they have created this process. We're doing three types of testing: one is PCR testing, which is absolutely the gold standard and that's where most of our information was done last semester. Our individual testing was really exclusively PCR testing. Again, if you remember, we did 13,000 last semester. We have in hand 25,000 PCR tests. These are the tests that we perform, it's an anterior nasal swab and we send it to Boston via overnight mail or courier and we get our results in 24 to 72 hours.

In addition to the PCR testing, we are also doing antigen testing. Antigen testing has positives and negatives. We are using the BinaxNOW antigen test. We have ordered 100,000 of those tests; I believe we have about 50,000 in hand, and we will get more in the coming weeks. It's not quite as sensitive or specific as a PCR, but it does have value in that its cost is very affordable and it also yields us very rapid results – in about 15 minutes. And while the sensitivity isn't great, because we can do it so frequently the chances of missing a positive markedly diminish when we increase the frequency of our testing. So, we're feeling really good with what we have that in our toolbox. We started antigen testing today and today thus far, we've done 938 tests and you know I'm loath to say this out loud but they've all been negative. So, we're feeling really good about that, but we will do 5,000 tests this week.

The population that we chose to test this week are those students who come from New York State and contiguous states surrounding New York. The reason we chose that group is because these are the students who did not have to participate in quarantine before coming to campus. Students from non-contiguous states had to participate in a state mandated quarantine and they had to have a negative test before coming to campus. They also had a second test and we're not allowed to circulate on campus until that second test on day four came back as negative. We know that the students who come from New York state and contiguous states could have had their test as early as January 7, so we thought they were most at risk. Next week we anticipate testing the entire student body that is circulating on campus and will continue that for the next few weeks and then we'll reevaluate and make a plan from there, depending upon what kinds of results, we get. As you know, Ryne has led a group who is developing the process to complete saliva testing and that team has really done an incredible job in setting up very efficient and effective lab and we hope, within the next couple of weeks that saliva testing will be folded into our testing toolbox, and we figure we have about enough supplies to complete about 50,000 saliva tests. So again, 100K antigen tests; 50K saliva tests, and 25K Broad tests that gives us quite a bit of capacity.

Oddly enough, we expect that the results from the saliva test will be more accurate than the antigen test. That being said, we're not Clinical Laboratory Improvement Amendments (*CLIA*) certified lab and these are considered to be not diagnostic tests, so any positives that we get from saliva testing, we will follow up with a diagnostic test. At this point, our thinking is that we will follow up with a PCR tests, because, again, that is, the gold standard.

By early next week, we will have surpassed the number of individual tests that we did for all of last semester. So, while our overall testing plan is similar to last semester, really we're going to be doing a lot more of it. Kudos to the folks that have built this up really out of nothing. I'm really impressed and proud.

Before I answer questions, I would like to reiterate what Dr. Munson. Testing is one very important component of our strategy to maintain a healthy campus, but there's nothing better than those three W's. There's nothing bright and shiny that is going to ensure our health and safety, other than our own actions and our own actions really are our best defense.

Q: Wendy could you comment on the pre-arrival testing, because we did discover a lot of positive students and positive employees and we feel that's really helping us get a clean start.

A: Yes, absolutely. On January 25th, we had identified 180 positives in our student population between January 7 and the 25th. We don't know that all of those students would have been infectious because some of those could have had an occult infection and not known that they had it. You remember that 40 to 60% of people who have COVID are completely asymptomatic or have symptoms that are so mild they never even think that it could be CPVID. So, probably many of those students were infected in November or December. That being said, all of those students had to isolate for 10 days and submit release from their local Department of Health before they could circulate on campus, so some of those had already completed their isolation before the start of classes. Some of them are completing their isolation now because they were tested so late. But it was good information to have, and so we feel really good that from that student population perspective, we started in a really good place, on day one of testing that seems to be bearing out, which is really nice so our students, once again, are a really great.

Melinda Ward: I would just like to add that we have well over 30 student workers and also staff members who have been re-assigned to the testing site and we so very much appreciate all of the efforts of that team. It is truly a well-oiled machine and I very proud to be a part of it.

Ryne Rafaelle: Both Dave and Wendy mentioned the new variants which are thought to be more infectious. If you're wondering whether or not the various testing modalities we're using will pick up the new variant's fragments, they are effective on the new variants based on what we have learned thus far. Apparently, all of these different modalities essentially pick up RNA fragments of the virus and amplify them. That's how they actually detect the virus and apparently these fragments are common to all the variants thus far. So some comfort there.

Q: Some faculty were asking today about non-compliant students in terms of testing and they're a little worried. Can we give them some reassurance about a process around non-compliant students? We have a really good notification system set up for notification about students in quarantine, but they are concerned about testing non-compliance.

A: We have an extensive compliance program in place. There is a team of staff working with students to get them to testing and a phased in approach if they ignore the request to make an appointment and get tested. Students will experience a 4 minute interruption when they log in to RIT systems if they do not comply with testing. We have used this in the past for NYS Immunization requirements. Ultimately, the students will end up in the Student Conduct process if they continue to ignore testing requests.

Q: The QR code posters are being removed. Can someone explain why and also how much money was spent on them?

A: The posters were produced in house, so I don't think the cost was significant. There was however a lot of personnel time in setting up that system. The Contact Tracing team found that the codes weren't being used and that they were able to get the needed info from speaking with students, so we have decided to remove them.

Q: To alleviate some concerns that might come from the campus community about using other methods such as phones, wireless activity, I know that people were really concerned when we had to start doing the Daily Health Screenings on the weekends and using their phone. Will this information be tracked? So, just some transparency out to the community about what's going to take the place of the QR codes might help.

A: Honestly, I think the most helpful thing for contact tracing has been talking with students and finding their activity that way. In the classrooms, students didn't really didn't have close contact, because they were masked and distanced so those weren't considered to be a high risk area. Some of the other areas that were more difficult were areas where students ate and so we're trying to work on alternative ways to better identify who is in those areas.

Dr. Munson commented: As Wendy indicated, last semester we didn't find a single case of virus transmission in the classroom and so the QR codes aren't serving any purpose. We've got faculty members wanting to know, if they should be encouraging their students to use them or not. And the answer now is no. If reflect back to July last

summer, we were putting in things that we didn't know for sure if we would need or not, but did them just in case to be as safe as possible. Now we know, we don't need the QR code posters.

Policy C03.1 Commissioning of Educational Materials – REVISIONS (*presentation files available on [RIT Digital Archive](#)*)

Corinna Schlombs, Assoc. Professor, Dept. of History

I'll share a little bit of background on this policy. The Academic Senate's Research and Scholarship Committee was charged with reviewing policy C03.1 Commissioning of Educational Materials because in accordance with Policy B05.0 Development, Review, Approval, And Promulgation of University-Level Policies (aka the Policy on Policies), C03.1 is due for its five year review. Our Committee consulted with the Provost's Office, University Production Services, RIT Online, Instructional Design, Teaching and Learning Services, the Intellectual Property Management Office and RIT Counsel Bobby Colon. I'm here to introduce the revisions and will return for your endorsement once they have been endorsed by the other governance groups.

I will briefly talk about the context and the goals of our review and of the proposed changes. So, C03.1 follows the terms of the C03.0 the Intellectual Property Policy and provides additional clarity regarding faculty advisor educational materials. We believe that this policy is of particular interest right now. It is correct that the policy doesn't seem to come into play, very often; however, it's like the existence of the policy also asserts in the negative that in the usual delivery of the curriculum the educational materials are the ownership of the Faculty and re-asserting that actually has enormous value, particularly in pandemic times. Right now we are we putting a lot of the materials online, so that they are accessible and in ways that they were not necessarily accessible when all instruction took place in the classroom. So, the goals and the rationale of the proposed changes we are adapting the policy to current conditions based on the feedback that we've received from campus parties.

Goals & Rationale

- **Adapt policy to current conditions:** Small changes such as, "RIT Production Services" replaced with "RIT Unit," and "Faculty Creator" replaced with "Creator."
- **Clarity:** New introductory paragraphs capture language from "agreement template" found in the body of the policy, to clarify its guiding principles
- **More comprehensive:** "assignment" language allows for both existing educational materials, and to-be-created materials to now be covered.
- **Designate the Responsible office**

Line by line changes can be viewed in the presentation slides.

New Business

- None

Meeting adjourned at 4:20 p.m. Attendance – see next page.

Attendance January 27, 2021

Name	Relationship to UC	Attended	Name	Relationship to UC	Attended
Aguilar, Christian	Member-SG		Kiely, Becky	Member-SC	x
Buckley, Gerard	Member-Dean	x	Knickisher, Heidi	Member-AS	x
Castillo, Jaime	Member-SC	x	Krutz, Daniel	Member-AS	x
Castleberry, Phil	Non-Voting Member		Lindsay, Susan	Member-SC	x
Clarke, Cathy	Member-SC	x	Liu, Manlu	Member-AS	x
Cohen, Lindsay	Member-SC Alt.		Loffredo, Joe	Non-Voting Member	x
Cuculick, Jessica	Member-AS	x	Maggelakis, Sophia alt. Larry Buckley	Member-Dean	x
Cummings, Twyla	Member-Dean	x	McQuiller, Laverne	Member-Dean	
Custer, Jacob	Member-SG	x	Mortimer, Ian	Non-Voting Member	
DeHarder, Shine	Member-SG	x	Mozrall, Jacqueline	Member-Dean	
D'Amanda, Elisabetta	Member-AS	x	Munson, David	Non-Voting Member & EC	x
DeMay, Patrick	Member-SC	x	Nasr, Nabil	Member-Dean Alt	
Doolittle, Richard	Member-AS	x	Ortega, Jared	Member-SG	
Durand, Joline	Member-SG	x	Pinkham, Jo Ellen	Non-Voting Member	
Edwards, Doreen	Member-Dean	x	Prescott, Joanna	Member-SC	x
Edwards, Patrick	Member-SG	x	Provenzano, Susan	Non-Voting Member	x
Ellis, Jacob	Member-SG	x	Raffaella, Ryne	Non-Voting Member	x
Esterman, Marcos	Member-AS	x	Ramkumar, S. Manian	Member-Dean	x
Fagenbaum, Barb	Member-SC Alt.		Reeder, Gina	Member-SC	x
Ferrari, Christopher	Member-SG	x	Rutenber, Daniel	Member-SC Alt.	
Finnerty, Bob	Non-Voting Member	x	Simpson, Emi	Member-SG	x
Granberg, Ellen	Member & EC	x	Snyder, William	Member-AS	
Haake, Anne	Member-Dean	x	Sood, Harshita	Member-SC	x
Hall, James	Member-Dean Alt		Stiner, Holly	Member-SC	x
Herman, Vanessa J.	Non-Voting Member	x	Teal, Michelle	Member-SC	x
Heyman, Emily	Member-SC	x	Thomas, Shawn	Member-SC	x
Hudson, André	Member-AS		Trierweiler, John	Non-Voting Member	x
Hull, Clyde	Member-AS	x	Vallone, Lindsay	Member-SC	x
Jenkins, Keith	Non-Voting Member		Velamuri, Sri Chartitha	Member-SG	x
Johnson, Sandra	Non-Voting Member		Wang, Yong Tai	Member-Dean	x
Jokl, Todd	Member-Dean	x	Watters, James	Non-Voting Member	x
Juergens, Alyssa	Member-SG		Zion, George	Member-AS	x

Key: EC=Executive Committee; AS=Academic Senate; SC=Staff Council; SG=Student Government

Interpreters: Catherine Kiwitt and Jeneca Saeva