North Carolina Central University
Faculty Senate Meeting

AGENDA

Friday, December 2, 2011
2:00 PM, Mary Townes Science Complex

I. Call to Order: Prof. Sandra Rogers, Faculty Senate Chair

II. Announcements – (see handout)

III. Teaching Awards Nominations – Deadline 12/5 – Dr. Michelle Ware

IV. Approval of Minutes of Oct. 7, 2011 and Nov. 4, 2011

V. Administrative Updates:
   a. Chancellor Nelms
   b. Provost Thomas

VI. “DESTINATION – GRADUATION…A Team Effort” – STUDENT/FACULTY RESOURCES (Q & A SESSION)

   a. Academic Community Service Learning Program – Dr. Deborah Bailey, Dir.
   b. Registrar’s Office – Dr. Jerome Goodwin
   c. University College – Dr. Ontario Wooden, Dean
   d. Student Athletes Support Services – Mr. Anthony Bennett, Dir. Athletic Assoc. Director Etinne Thomas
   e. Academic Advising –
      • Dr. Kaye Thompson-Rogers – College of Liberal Arts
      • Dr. Veronica Nwosu and Ms. Joyce Murphy - College of Science and Technology
      • Dr. Dorothy Singleton – School of Education
      • Ms. Lasheka Allen – College of Behavioral and Social Science
   f. Writing & Speaking Studio – Dr. Karen Keaton Jackson
   g. Eagle Service Center – Ms. Sonya Parker, Project Manager
   h. Financial Aid – Student Services – Mrs. Vernestine Bannerman-Russell, Asst. Director
i. University Testing – Ms. Khristy Horne
j. Distance Learning – Ms. Kimberly Phifer-McGhee, Dir.
k. Transfer Services – Ms. Tenita Philyaw-Rogers, Dir.
l. Disability Services – Ms. Kesha Lee, Dir.
m. Auxillaries & Business Services /Bookstore – Mr. Timothy Moore, Ms. Stephanie Getchell and Ms. Jacqueline McDowell

VII. Faculty Senate Committees Reports
VIII. New Business
IX. Adjournment
Those present:

Senators and Alternates: Art: Achemeleh Debela; Biology: Antonio Baines; BRITE/Pharmaceutical Sciences: Al Williams; Chemistry: Somnath Mukhopadhyay; Criminal Justice: Tonya Hall; Lorna Grant; English & Mass Communication: Brett Chambers; John Prince; Envir., Earth/Geosp. Sciences: John Bang; Public Health Education: XX; History: Terry Mosley; Baiyina Muhammed; Human Sciences: Charles Mitchell; Math & Computer Sciences: Gaolin Milledge; Donghyun Kim; Xinyu Huang; Hayden Melikyan; Modern Foreign Languages: Claudia Becker; Lina Cofresi; Music: Candace Bailey; Nursing: Sharon Ware; Physical Education & Recreation: Lei Guo; Hsin-Yi Liu; Beverly Allen; Physics: Marvin Wu; Political Science: XX; Public Administration: Dohyeong Kim; Patricia Wigfall; Psychology: Dwayne Brandon; Sociology: Sandra Rogers; Robert Wortham; School of Business: Aditya Sharma; School of Education: Nancy Reese-Durham; Clarence (C.E.) Davis; Peggy Whiting; Masila Mutisya; School of Law: Reginald Mombrun; School of Library & Info Sciences: Robert Ballard; Deborah Swain; Shepard Library; Doris Sigl; Vanessa Lennon; Social Work: Larry Williams; Theatre: XX.

Ex-Officio Members: Charlie Nelms, Chancellor; Debbie Thomas, Provost; Bernice Johnson, Asst. VC Academic Services/Assoc Provost; Janice Harper, Asst. VC; Elwood Robinson, Dean of College of Behav and Soc Sciences; Ontario Wooden, Dean of Univ College; Cecelia Steppe-Jones, Dean of School of Education; Abdul Mohammed, Dean of College of Science and Technology;.

Guests: Janice Dargan, History; Caesar Jackson, Physics; Kaye Thompson-Rogers, College of Liberal Arts; Frances Graham, Academic Affairs; Shannon Pugh, University College; Richard Townsend, Math & Computer Sciences; Paulette Morrison-Danner, Extended Studies; Anthony Jarman, Chancellor’s Office; Kendra Harris, Sch of Bus; Lasheka Allen, CBSS; Jacqueline McDowell, Stephanie Getchell, Bookstore; Timothy Moore, Auxiliary Services; Emmanuel Oritsejafor, Interl Affairs/Political Sciences; Etienne Thomas, Athletics; Sonya Parker, Eagle Service Center; Vernestine Bannerman-Russell, Financial/Student Services; Khristy Horne, University Testing; Tenita Philyaw-Rogers, Paul Phipps, Transfer Services; Laketa Atkinson, Karen Keaton-Jackson, Writing Studio; E. Joyce Roland, Nursing; Dorothy Singleton, School of Ed; George Wilson, Criminal Justice/Faculty Assembly; Sheree Williamson, Jalisha Pone (Travel), Gregory Pate (Student Life); Graduate Student Association (GSA); Jesse Mann, Physical Education & Recreation; Kimberly Phifer-McGhee, Director Extended Studies; Minnie Sanger, Interim Chair Mod For Languages; Yolanda Anderson, Chair, Envir., Earth/Geosp. Sciences; Harvey McMurray, Chair, Criminal Justice; Betty Dennis, Chair, Nursing Dept.; John Smith, Director of Information Technology, CIO.

I. Call to order: Prof. Sandra Rogers, Faculty Senate Chair, called the meeting to order at 2:04 p.m. She noted that the agenda represented earlier requests for information. The theme is “destination – graduation.” Presentations will be more than PowerPoint slides and give faculty information needed to gear up. Committee reports are scheduled at the end.
II. **Announcements:** (Please send Senate announcements to Dr. Claudia Becker, Vice-Chair, at cbecker@nccu.edu for next meeting.) As Prof. Rogers noted there is no money for printing announcements. (Agenda and announcements were sent electronically.) All faculty were reminded that grades for graduating students were due today. Volunteers still needed for Chancellor’s reception on Friday, December 9.

III. **Teaching Awards Nominations – Due December 5, 2011:** Dr. Michelle Ware summarized details on NCCU teaching award ($2500) and encouraged faculty to nominate best teachers. Nominators can email her and send to her written letter later. Dr. Ware provided handouts. List of awards committee members available from Dr. Ware, who will provide copies to Ms. Rosalind Coleman, Faculty Senate Administrator. Winners from the past are on the committee, which thus changes over the years.

IV. **Approval of Minutes:** When quorum was verified by Dr. Dohyeong Kim, Parliamentarian, at 3:20pm (42 representatives in attendance), corrections to October minutes were approved after a motion and second to do so. Then the November, 2011 minutes with any corrections were approved after a motion by Dr. Lina Cofresi and second to do so. All ayes on both votes; no nays or abstentions.

V. **Administrative Update:** (Chancellor Charlie Nelms and Provost Debbie Thomas were not available until later in the Senate meeting as just returning from Board of Governors meeting.)

Upon his arrival at 3:00 pm, the **Chancellor Nelms** spoke to Senate noting that he had been amiss this semester not attending Faculty Senate before December meeting but was glad to see such a large group of attendees and presenters. He agreed with presentations on advising that were just ending how crucial advising is especially with the surcharge on too many hours and encouraged faculty to document all that you do as students may claim they were poorly advised. He is looking forward to commencement and the speaker, Dr. John Silvanus Wilson, Jr.

Chancellor Nelms noted that 1) the Academic Program Review (under the Provost and Vice Chancellor’s direction) and 2) an Administration and Finance Review are under way. He has told Deans to involve faculty in review reports. He expects before reports come to him that there has been some vetting and open forums. Let data tell the story; it is not a popularity contest. He also described how his office is getting fewer student complaints, some of which revolve around communications. As practiced in the military, he recommends putting it in writing and responding to email even if first only to thank
sender for noting issue. Sometimes all they need is feedback and affirmation. In a world where campuses may be locked down, such as ECU recently, it is hard to know what is going on with a student. He encouraged faculty to get familiar with law, command posts and procedures in emergencies (see Wendell Davis); there is “no such thing as absolute safety.”

He also asked Senators to help students to register noting that 1/3 of freshmen courses were cancelled for low enrollment in Fall 2011. The Chancellor and the Senior Vice-Provost for Academic Affairs are aware that no enrollment growth dollars will come to NCCU because of retention and grade progression policy. But what do other campuses have? Students at other schools stay with 1.3 or less. NCCU will be responsive.

During Questions and Answers, he offered to let Campus Police Chief Willie Williams know that doors not locked during the day at Walker Center in areas where construction is going on. Concerning program review, the Chancellor responded that we have not lost any programs yet but are in danger of losing some. The UNC policy is to conduct program reviews every 5 years of low graduating programs, but NCCU has a backlog of reviews. When he was asked by Dr. George Wilson about all time low morale among faculty and lack of confidence in the administration in part from being in limbo and not seeing reports from Deans, the Chancellor noted that the department chairs and deans are to be held accountable. The faculty should hold people accountable; and then if you don’t get a response, tell Provost or Chancellor you are being ignored.

Dr. Harvey McMurray (Chair, Criminal Justice) asked that after reports have been submitted, would there be an opportunity to discuss. Provost Debbie Thomas responded that absolutely there would be forums as the Chancellor had alluded. There would be junctures created to have input early and get involved. She agreed to “hold us accountable” referring to council, provost, and chancellor. “Your voices will not be omitted.” And she told the Chancellor that questions about the vetting process would be cleared up shortly. The Chancellor remarked that he is in his fifth year talking about review and the train has now left the station (for example, at UNC-G, NC State, and NC A&T). We can do what we need to do for NCCU.

When asked if she wanted to speak next after the Chancellor left, Provost Debbie Thomas responded to Senate Chair Professor Rogers that she would wait and speak after presentations. [Senate Chair Prof. Rogers promised that the January Faculty Senate meeting would be about the business of the Senate only. It was moved by Dr. Swain, seconded, and approved that 30 minutes be added to the meeting before Dr. Thomas
Provost Thomas noted that Dr. Bernice Johnson is chair of the Program Review Committee. She showed slides and described the CDR 360 approach: construction (audit), deconstruction (quantitative and qualitative analysis, and reconstruction (implementation). She compared our review to UNC-G and NC State and noted it is more thorough.

The audit covers students, faculty, staff, administration, and budget. She has had informative student forums. Concerning credit hours generated and retention rates, Provost Thomas noted that the Chancellor has had lively conversations with UNC Vice-President of Academic Affairs explaining that NCCU does not use a cookie cutter process. Looking at faculty, Dr. Thomas noted number of fulltime, number of adjuncts, and the balance with tenure-track faculty. Salary distribution and alignment including workloads, not just teaching, are being reviewed with issues of alignment and productivity in research, teaching and service. For post-tenure review, an improvement plan should be in place if work deemed inadequate. Balancing capacity and revenue generation includes looking at cost of faculty when low numbers graduate. (She remarked that her degree is in curriculum and instruction, but she has had a crash course in budgets.)

There are five choices for reconstruction:
1. Restructure
2. Merge
3. Design realignment
4. Re-investment
5. Elimination

Multi-tiered inclusive approach has several levels: faculty and department chairs; administrative academic leadership (deans); institutional academic progress review council; executive leadership (Provost with open forums as with students); and the Chancellor. Dr. Johnson, Associate Provost and Associate Vice Chancellor, noted that the program review committee included herself, Chanta Haywood, Kimberly Phifer-McGhee, Ontario Wooden, Jerome Goodwin, Sandra Rogers, Wendell Davis, Carlton Wilson, Shawn Stewart, Paulette Bracy, and Frances Graham. All but two units had submitted reviews by Nov. 11. Department chairs have all the information, so faculty should ask them for it. Reports are being reviewed individually, by team of 3 and by full committee. If all involved take the process seriously, then the work of the committee will be brief and recommendations taken when given. However, not all are taking process seriously according to Dr. Johnson. Her deadline is to submit to Provost by December 17. Provost Thomas noted that in the past we
did not do due diligence when told to do so; therefore, this committee has reams of information to review. She warned that if we do not do the review, we will be told what programs to cut by others. She thanked the committee for the huge amount of work they are doing. During Q and A, Dr. Wilson asked if committee members will be recused when considering a home unit. Dr. Johnson responded that the committee won’t allow that. Dr. Debela asked what the process was to request relevant data. Dr. Johnson is spotting gaps and will ask for anything that is missing. When Dr. C.E. Davis asked about potential problem areas, Provost Thomas responded that they are requesting information from GA and what they have been asking, noting last year productivity review found many in School of Education and that Woodward report was looking for duplication (as done in Louisiana and Texas). She emphasized that areas like Math, which are service programs, should be looked at for restructure and reconfiguration instead of using traditional department analysis.

“A paradigm shift is possible” agreed Thomas when asked. A significant look is being taken at online programs. Dr. Masila Mutisya asked about when results would be available, and Dr. Thomas said electronic information might be available in mid-December, which was the deadline, or might postpone to January when faculty returns. The reviewers are working hard with little sleep. Dr. Minnie Sangster asked if chairs and faculty had been asked the right questions and noted it was hard to get some information requested during follow-up so data seems to be a moving target. Provost Thomas believed Deans and others realized as they went through data that more was needed, using the analogy of turkey and dressing being needed. She emphasized that a rubric of assessment is being used. Dr. Debela expressed concern that last year the university was asked to be run like a business but academic, humanities oriented institutions need to engage the larger community to remain humane, and there seems to be problems with urgency of efforts. He asked Dr. Thomas to take seriously academic issues before being forced to cut heads. Provost Thomas responded that it seems urgent but in all fairness she noted that we should have been doing review the last five years. She should be able to ask faculty and deans 10 questions that they answer immediately, such as graduation rates, number of students, and classes. This is happening nationally and she does not want to see institution run like a business, but warned that 6-year graduation rates may be reduced to only 4 years allowed. Where can we combine programs? She asked faculty to also encourage undergraduate students to take 15 hours, not 9 hours.

Dr. George Wilson reported from UNC Faculty Assembly that NCCU is not the only school being looked at and the Board of Governors and administration is very serious. Schools who have not started reviews early are struggling. Dr. Robert Wortham noted that if we are metric driven, then we can define the metric. Provost Thomas responded that when were were
creative in the past, we did not make hard decision [on cuts]. “We cannot move chairs around on the Titanic” this time.

VI. “Destination – Graduation…A Team Effort” -- Student/Faculty Resources (Q&A Session):

a. Academic Community Service Learning Program: Dr. Deborah Bailey (Director) provided a handout on the program, which listed service options and the progression for undergraduates. In addition a survey of service learning courses that is underway is summarized as well as the quality elements required for service. Bailey thanked faculty for support and offered to help anyone. Noting NCCU motto of “Truth and Service” she described how most students do more than the required 120 hours of community service. She recommended helping sophomores meet 60 hours and reminded advisors to keep records and contact her if they want a form.

b. Registrar’s Office: Dr. Jerome Goodwin (University Registrar) provided a handout on Fall 2011 graduation readiness. He reminded faculty to submit grades for graduates if they have not. His office would work to clear all graduates and notes how NCCU is continuing the tradition of having each graduate walk across the stage, which few other UNC system schools do. Holds on students can include Incomplete grades or outstanding balances. Dr. Goodwin announced that the Registrar’s office now has the capability to generate a diploma in real time to correct spellings, etc. Also new is requirement to enter final attendance day in Banner when submitting semester grades. The Department of Education is requiring such data, but it will help with NW grades, too. [Senate Chair Prof. Rogers asked Dr. Robert Wortham and other senators to hold questions until the end of presentations and suggested writing them down as presenters speak.]

c. University College: Dr. Ontario Wooden (Dean) reported that there are about 3000 students in the University College (freshmen, sophomores, and transfer students). The UC offers tutors, supplemental instructors, and 24-hour Smart Thinking technology for students to login and use. He thanked the faculty for supporting Grades First System that goes with midterm grade reports. (Can email Calvin Coleman, ccoleman@nccu.edu, for details.) He asked faculty to cc: him and Dr. David Hood, Associate Dean, when they send notifications that a student has been dropped.

d. Student Athletes Support Services: Mr. Anthony Bennett (Director) and Etinne Thomas (Athletic Association Director) presented. Mr. Bennett said that NCCU has over 200 athletes on over 14 NCAA teams and the cheerleading squad; 18 have a 4.0
GPA and currently the average GPA is 2.971. Services include tutors and computer labs and laptops. Progress reports are maintained and available.

e. Academic Advising:

- Dr. Kaye Thompson-Rogers (College of Liberal Arts) described how advisors work with students on grade appeals. She asked faculty to email list of those not advised as her office is emailing students who have not registered for Spring 2012. The college does not want courses dropped because of low enrollment. Important to register early.

- Dr. Veronica Nwosu and Ms. Joyce Murphy (College of Science and Technology) noted that the six departments in the college do not have a uniform policy on advising by tenure-track faculty (though biology students may also have longer, fixed term advisors). After freshmen and sophomores have advisors from the University College, CST advisors concentrate on juniors and seniors. Students are assigned by chairs or assistants, and faculty is asked to list students outside office doors. In monitoring sessions advisors go over graduation plans and internships, etc. Students can only get alternate/registration PINs after being advised and records of advising are kept with student folders. Through advising and “meet and greet” sessions the CST faculty mentors students and tries to get them more involved in research and to discuss career advice, such as medical or dental school. Ms. Murphy does at-risk advising.

- Dr. Dorothy Singleton (School of Education) works with both undergraduate and graduate students and as chair prepares lists of advisees for her department. As educators they strive to do advising right and use “Eagle Plans” (four-year plans) with gateways and worksheets. No PINs are given without seeing advisor; then student can go to lab and register, but return to advisor if schedule conflicts. There are also mandatory majors meetings.

- Dean Elwood Robinson and Ms. Lakesha Allen (College of Behavioral and Social Sciences) noted plans to review and care for all students is a tremendous effort given the size of the college (over 3000 students). There are 655 applications to graduate. Ms. Allen is one of three advisors and works as a new upper level advisor or liaison between UC staff (started over the last 6 months) and primary faculty advisors in departments to develop transition plans from UC to CBSS. Trying to improve graduation and retention rates, emails are sent to any students receiving an F or D, and records are kept on all communications (including receipt of emails). They encouraged faculty to use email and phoning to get students to register noting that 1/3 of freshmen courses were cancelled last fall.
f. Writing and Speaking Studio: Dr. Karen Keaton Jackson invited faculty to 102 Taylor facility and described how the studio provides one-on-one presentations to classes, too, if any teacher wanted to request a presentation. In addition, small group tutorials can be provided, and there are 5-6 workshops on campus a semester. She asked that faculty tell students when coming to the Studio to provide a written assignment and any writing guides. The staff is NOT an editing service but involves students in the whole writing process. She suggested that faculty be mindful when putting comments on papers to be constructive. Note that as part of QEP effort, they also have a Speaker Studio.

g. Eagle Service Center: Ms. Sonya Parker (Project Manager) described the Call Center that opened in August, 2011 to provide one place for information on registration, residential life, undergraduate admissions, financial aid, student accounting, and MyEOL. They can do teleconferences with departments. As a service, an applicant can bring in documents needed for admission and get feedback. Students have said they like the one-stop center. She asked faculty to get the word out (center is in student union where bookstore used to be). She also offered to do a telethon if anyone needs one. She reported that 2429 have been seen, 3456 outbound calls made, and 15834 in-bound calls taken.

h. Financial Aid-Student Services: Mrs. Vernestine Bannerman-Russell (Assistant Director) reported that her office has received 9226 students from foot traffic, made awards to over 7000 students, and verified 4193 Pell Grant recipients although some staff has gone to Call Center. “We do get the job done” and that is why we are all here. She reminded faculty to let students know that FAFSA forms should be submitted by March 13 for Fall 2012 so to start forms Jan. 1 and to apply for scholarships by Feb. 29.

i. University Testing: Ms. Khristy Horne (Director) noted that the testing center was established in 1987. She has been involved 10 years. The center offers help with GREs but aren’t allowed to provide prep-workshops since they are a certified testing center (see Leon Hardy about preparatory center services). If students plan to attend NCCU, they can get scores immediately to take to graduate admissions. The center is vet-friendly and can provide reimbursement to veterans. Any students with disabilities should work with Ms. Kesha Lee to approve extra time. The student must come in. Also, if faculty members need test/exam proctoring to contact them.

j. Distance Learning: Ms. Kimberly Phifer-McGhee (Director of Extended Studies) first thanked the faculty for supporting online learning and provided a handout that described the upgrade to Blackboard 9.1 in summer 2012. It also notes that Distance Education at NCCU has 9 active online-degree programs and 75% of GEC are offered online. The compensation salary scale shows doctorate degree instructors
make $3000 in face-to-face course and $3500 to teach on-line (Internet) class; Master’s degree instructor makes $2500 face-to-face and $3000 on-line. When an instructor is assigned to develop an online course, the compensation is $1500. [Ms. Paulette Morrison-Danner who handles contracts was also present.]

k. Transfer Services: Ms. Tenita Philyaw-Rogers (Director) presented bullet points covering partnership with community colleges to transfer students. Her office is now under Student Affairs, not Academic Affairs, and she has an assistant to help define equivalencies for community college courses and communicate with departments. She asked faculty to respond within 5 business days when asked about equivalence and transfer credit. She develops articulated agreements. There is a Transfer Advisory Board, and students have a coffee break each Tuesday at 10:40 am open time. Also there is a quarterly meeting for transfer coordinators including one in January. Her office is also responsible for the National Student Exchange Program. Please contact Ms. Philyaw-Rogers if you want a presentation in your department.

l. [The presentation on Disability Services by Ms. Kesha Lee (Director) was given in November.]

m. Auxiliaries and Business Services/ NCCU Bookstore: Mr. Timothy Moore (Director) and Ms. Stephanie Getchell and Ms. Jacqueline McDowell reported to the Faculty Senate and thanked everyone for assisting in goal to have 100% of textbook orders. Mr. Moore noted that currently they are at 96% with 2511 course adoptions (only need 104 more). Adoption helps ensure books are ready in a timely manner. He explained how the process has improved with online, website procedures, and he will be proposing to Provost to make it the only process. All Spring 2012 textbook adoptions are needed by December 13; the Chancellor wants 100%. Faculty was warned to contact Bookstore if publishing rep comes to you and offers a bundle package. Ms. Getchell warned that if all are not used (book, notebook, CD, etc.) then store cannot buy back. Sometimes it is gimmick; so if all is not incorporated into class, for example, only textbook is used, do not bundle. Mr. Moore emphasized that the Bookstore is pro-student and wants to provide affordable prices, and now has rental program if book is used over two semesters (can be 50-70% off in price). He also announced the opening of Latham Coffee Café (with Starbucks products) on December 5.

[Professor Rogers thanked Mr. Moore for information on textbook called for more time at 3:57 pm. It was moved, seconded, and approved that 10 minutes be added to the meeting. Prof. Rogers asked committee chairs to send her reports in preparation for January meeting where only reports will be on agenda.] During Questions and Answers about the program, Dr. Goodwin was asked about Banner requirement for first and last attendance
dates and if the default last day of classes could be entered. He will take suggestion to Registration Committee. Dr. Wilson asked if guests could come back for questions as he wanted the Senate to hear from the Provost, and Prof. Rogers agreed. Dean Wooden requested more information on students since when he gets “at risk” emails does not get instructor’s comments or grades, and he asked that faculty be mindful in emails, which UC advisors must sometimes clean up. (Prof. Rogers reminded senators of Chancellor’s request for uplifting comments.) Wooden noted that the Faculty Learning Committee has been clear about where our deficiencies are. Dr. Claudia Becker asked if other languages can be included in Writing Studio, a request she made four years ago, and Dr. Keaton Jackson responded that she had talked about it with administrators and Dr. Anthony Brooks. Dr. Nwosu was asked by Dr. Letty Torrain (Nursing) about micro-biology course being in big demand but few sections being offered. The need to generate academic progression level and improve retention rate was discussed as well as how students in nursing and transfer students need the course. Nwosu offered to discuss evening section with Nursing faculty. Dean Abdul Mohammed of CST said his college would work on it. Dr. Torrain asked if there was rolling admissions noting students are accepted up to the day classes start.

Dr. Acha Debela expressed appreciation for all the information in presentations from several services but noted the need for time to deal with faculty issues such as Handbook and policies at the Faculty Senate meetings. Senate Chair Rogers acknowledged receiving his letter and request and noted the need for December program to answer questions faculty have asked. She noted the need to “clean house” on some issues so that we can then do the business of the Senate.

VII. Faculty Senate Committee Reports: Due to time running out, committee chairs were not able to report. Committee business will be on January 13, 2012 meeting agenda.

VIII. Adjournment: The meeting was adjourned at 4:56 pm.

Respectfully submitted,

D. E. Swain

Deborah E. Swain, Ph.D.
Secretary, Faculty Senate and Member of Executive Committee
Associate Professor, School of Library and Information Sciences