

## Annual Reports of UNCG Faculty Senate Committees for 2012-2013

[Undergraduate Curriculum and Graduate Studies presented separately]

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### Academic Computing Committee 2012-2013 annual report to UNCG Faculty Senate

*Charge: This committee shall serve as a policy formulation body with respect to academic computing and related activities. The committee shall act in an advisory capacity to the Faculty Senate and to members of the University administration. The committee shall report to the Vice Chancellor for Information Technology and Planning and the Associate Vice Chancellor for Information Technology.*

A project was submitted to the Academic Affairs project list regarding Digital Signatures through Cryptographic Certificates. It is unknown where this project stands at the moment on that list, and whether it will be instituted is yet to be seen. Another project from last year (Wireless Peer-to-Peer) has moved forward, and will be finalized and put into place next year. The committee began exploring solutions for secure test-taking environments, and/or online proctoring solutions for exams in any class setting (online, hybrid, in-person).

Progress was made in identifying some systems to explore, and the committee plans to conduct a needs-assessment next year. Business to be carried forward to 2013-2014 includes exploring proctoring systems for the University, beginning a needs-assessment (in the form of a survey) to faculty.

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### Academic Policies & Regulations Committee 2012-2013 Annual Report to UNCG Faculty Senate

*Charge: The committee shall develop policies governing the academic calendar, summer session, class scheduling, academic advising, and undergraduate regulations and requirements.*

We presented a number of resolutions before the Faculty Senate this year. The most important was a revision of the Academic Renewal policy (making the language more student-friendly and ensuring that it agreed with the Grade Replacement policy). In addition, we successfully presented Waivers of Marker Courses for students who initially enroll at UNCG with 60+ credit hours (these perks had already been enjoyed by transfer students, and incoming "super freshmen" were being unfairly excluded because they were not technically "transfer" students). Additionally, Gabe Bermea, from the Office of the Dean of Undergraduate Studies presented some language changes in the Undergraduate Bulletin. The goal of these changes was to clarify and make more accurate the language that pertained to policies that were handled by the Office of the Dean of Undergraduate Studies, such as the Course Load, Course Drop, Academic Probation, and Academic Dismissal. These language changes, for the most part, did not involve policy changes, so no resolutions before the Faculty Senate were needed. Last, but not least, we discussed and decided against having the majors listed on the diploma.

Unfinished business/issues to be addressed in 2012-2013: As part of the process of elucidating the policies for which they are responsible, the office of the Dean of Undergraduate Studies proposed a resolution that would require students who appealed Academic Suspension or Dismissal successfully to participate in the Academic Contract for Excellence (ACE), a non-credit bearing academic support program, during the next term of enrollment. This resolution was tabled by the Faculty Senate in April because of concerns raised about language in the bulletin that prohibited students with chronic illnesses to appeal academic suspension. Gabe Bermea intends to revise this language and would like to present the revised resolution to the Faculty Senate in the fall 2013.

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### Budget Committee 2012-2013 Annual Report to UNCG Faculty Senate

*Charge: The committee shall review the budgetary needs of the University and make recommendations to the Vice Chancellor for Business Affairs, the Provost, and other appropriate administrators and to the Faculty Senate regarding the needs of the faculty. The committee shall educate its members and the General Faculty on how the budget is allocated at UNCG and through the UNC system, and provide forums as needed for issues related to this process, be consulted by and shall advise in a timely fashion the Chancellor and other administrative officers during the process of the budgetary cycle, its revision, and allocation of University resources.*

The committee had no issues to address, so we met once to share stories of how the budget cuts affected our units. The staff senate budget committee was active in scheduling some information sessions. The Chair of the Faculty Budget Committee and Staff Budget Committee should interact since there are concerns shared by both parties.

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## **Committee on Committees 2012-2013 Annual Report to UNCG Faculty Senate**

*Charge: The committee shall preside over elections for the Secretary of the General Faculty and for elected at-large members of faculty committees. The committee shall conduct the nomination and elections processes and determine the eligibility of the nominees in conformity with The Constitution and membership regulations of the committees; it shall also collate results from Unit elections and appointments and General Faculty elections and report all results to the Faculty Senate in accordance with the Bylaws of The Constitution of the Faculty.*

*For committees with student representation, the Vice Chancellor for Student Affairs shall submit the names of students recommended by the President of the Student Government to the Committee for inclusion on the committees that have undergraduate representation. The Dean of the Graduate School shall submit names of students recommended by the Graduate Student Association to the Committee for inclusion on the committees that have graduate representation.*

*The committee shall recommend to the Chancellor, as requested, names of faculty members to serve on specially appointed committees. In addition to the above responsibilities, the committee, upon approval by the Faculty Senate, shall recommend to the Chancellor the names of three tenured faculty members from which the Chancellor may select the Faculty Representative to the National Collegiate Athletic Association in accordance with the guidelines set forth in the Faculty Senate Bylaws for this representative.*

At the time of the report, Senate Faculty Committees should have full representation from all units except those that become open in the event of faculty resignations. Those will be filled at the beginning of the 2013-14 academic year.

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## **Due Process Committee 2012-2013 Annual Report to UNCG Faculty Senate**

*Charge: The Committee on Due Process shall exercise the following duties and responsibilities:*

*Receive evidence, conduct hearings, and report its findings and recommendations to the department head and the department head's immediate supervisor or to the Chancellor and, as appropriate, to the Chair of the Faculty Senate, on appeals from administration decisions involving discharge or the imposition of serious sanctions, termination of faculty employment, and non-reappointment. In exercising its responsibility, the committee shall use the definition of terms and the procedures for such hearings which are established by The Code of The University of North Carolina and the Promotion, Tenure, Academic Freedom and Due Process Regulations of The University of North Carolina at Greensboro. All appeals arising under Section 603 of The Code of The University of North Carolina shall be heard by the full committee. In all other appeals arising under the committee's jurisdiction, the committee may establish and ad hoc panel of at least three committee members appointed by the chair to conduct hearings, receive evidence, and report to the full committee for the committee's deliberation and recommendation. The panel report shall include records, transcripts, all other written material, and the panel's recommendation. However, no committee member may participate in the discussion or decision on his or her own appeal or in any other case in which that committee member has participated in the recommendations from departments, the units, or other University committees.*

The committee did not meet, as it exists in a purely advisory capacity to the chancellor. Bruce Banks, who has served on the committee for a number of years, explains to new members the committee function and purpose, and should be the de facto chair. Even though only four or five cases have been referred to the committee in the past five years, the lack of activity should not be misconstrued. [Communication from Anita Tesh to Faculty Senate Secretary].

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## **Elections Committee of the Senate 2012-2013 Annual Report to UNCG Faculty Senate**

*Charge: The Senate Elections Committee is a standing committee of the Faculty Senate with the following duties.*

- *The Committee shall receive nominations and conduct elections to fill all elected offices and elected committee positions of the Senate.*
- *The Committee shall make recommendations regarding the replacement of elected officers and committee members when vacancies occur.*
- *The Committee shall periodically adjust the apportionment factor for conducting Senate elections, as described in Article III, Section 2.*
- *The Committee shall review the election procedures of the electoral divisions and recommend to the Senate changes where appropriate. If the Senate supports the changes, they shall be forwarded to the electoral divisions for their action.*

No report.

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## **Enrollment Management Committee 2012-2013 Annual Report to UNCG Faculty Senate [Committee eliminated in 2013]**

*Charge: The committee shall review, recommend, and advise on policy decisions related to undergraduate enrollment, recruitment, admissions, financial aid, and retention.*

With the creation of the Enrolment Planning Council (EPC), the EMC met to discuss whether there would still be a reason to continue its mission. The EPC invited two members from the EMC (Stuart Marcovitch, Chair; and Jewell Cooper, Senate Liaison) to represent faculty interests. The committee decided to wait until Spring to see if the EPC indeed was able to handle the charge set for the EMC. In the Spring, the chair, in consultation with Senate leadership and the Vice Provost, decided that the EMC would no longer be needed. The constitution was modified to reflect the elimination of the committee, and the senate voted to uphold the changes to the constitution.

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## **UNC Faculty Assembly Delegation 2012-2013 Annual Report to UNCG Faculty Senate**

*Charge: This committee shall serve as a policy formulation body with respect to academic computing and related activities. The committee shall act in an advisory capacity to the Faculty Senate and to members of the University administration. The committee shall report to the Vice Chancellor for Information Technology and Planning and the Associate Vice Chancellor for Information Technology.*

The Faculty Assembly delegation kept the UNCG Faculty Senate informed through written reports and meeting presentations about several UNC system and General Administration developments, including the evolving state budget situation, new performance measures and funding, legislative initiatives, campus safety, and faculty workload reporting. The Faculty Assembly met 5 times in 2012-2013. In addition to the regular delegates, the assembly meetings were attended by Senate Chair Lepri at all meetings, Chair-Elect Patti Sunk at two meetings, and Faculty Senate Secretary Carmichael at three meetings. Professor Lowe was professionally engaged during the last part of the year and could not attend. Lepri presented full reports of assembly meeting with regard to the evolving state budget situation.

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## **Faculty Government Committee 2012-2013 Annual Report to UNCG Faculty Senate**

*Charge: The primary function of the committee is to recommend to the Faculty Senate all changes to The Constitution of the Faculty. Recommendations related to the policies and regulations subject to adoption by the General Faculty shall be forwarded to the Faculty Government Committee for consideration and review before presentation to the Faculty Senate. The committee shall also review the governance structures adopted by the units to determine that they are consistent with The Code of The University of North Carolina, the Promotion, Tenure, Academic Freedom, and Due Process Regulations, and The Constitution of the Faculty.*

1. Reviewed the General Faculty and Senate committee structure and recommended the consolidation or elimination of five committees. These committees were consolidated or removed by the Senate at its March 2013 meeting.
2. Produced a substantially revised Constitution of the Faculty that includes the right for non-tenure track faculty members to serve on the Senate. The revised constitution was passed by the Senate at their April 2013 meeting, and by the General Faculty on April 24, 2013.
3. Began the process of clarifying the fact that the Graduate Studies Committee is responsible to the Faculty Senate, and does not merely "report" its actions to the Senate. Work on this issue is ongoing.
4. Unfinished business: The relationship between the Faculty Senate and the Graduate Studies Committee still needs to be clarified so that everyone understands the responsibility of the GSC to bring major issues to the Senate for approval.

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## **Faculty Grievance Committee 2012-2013 Annual Report to UNCG Faculty Senate**

*Charge: The Faculty Grievance Committee shall hear, mediate, and advise with respect to the adjustment of faculty grievances concerned with matters directly related to a faculty member's employment status and institutional relationships on this campus in accordance with the provisions of The Code of The University of North Carolina. No grievance that grows out of or involves matters related to a formal proceeding for the suspension, discharge, or termination of a faculty member, or that is within the jurisdiction of another faculty committee, may be considered by the Faculty Grievance Committee.*

The chair met with four faculty members to advise these faculty concerning potential grievances, and the committee worked with one written and submitted grievance which included mediation and a hearing. Unfinished business: The Bryan School needs to elect a new member due to the departure of Dr. Joseph Terza during the academic year.

### **Faculty Professional Development, Compensation & Welfare Committee 2012-2013 Annual Report to UNCG Faculty Senate**

*Charge: The purpose of the Faculty Professional Development and Welfare Committee shall be to support the role of faculty members as learned professional. The committee shall review and make recommendations on matters concerning professional status and effectiveness in the areas of teaching, research, and service. All matters other than salary and benefits are relevant, including but not limited to standards of professional performance; professional rights and privileges; working conditions; standards for teaching loads and reduction in load for research and service assignments; research and other leaves of absence; and programs for the enhancement of faculty professional abilities and effectiveness, including participation in seminars, workshops, colloquia and other professional development programs, professional travel and similar activities.*

No meetings during 2012-2013 (only met once during 2010-2011, and not at all in 2011-2012).

\*From 2011-2012 Report: The committee had no charge other than what is brought to it by the Senate. Dr. Nemati (Chair 2010) and I used the committee as an avenue to create and deliver the faculty satisfaction surveys of 2007 and 2010. But other than that work, which was self-initiated, we haven't had other responsibilities since 2007. The Senate should review the purpose of the committee and see if it can be discharged to other committees.

### **Faculty Promotion & Tenure Guidelines Committee 2012-2013 Annual Report to UNCG Faculty Senate**

*Charge: The committee shall review the units' documents and exchange information about the general guidelines and expectations that the units have developed for the evaluation of teaching, research and creative activity, service, and directed professional activity for promotions and tenure.*

Discussed and reviewed changes to the promotion and tenure process for the 2012-2013 Academic Year, held on April 15, 2013 with representatives from each of the academic units. Persons attending the session included Don Hartmann (Music, Theatre & Dance), Holly Buttner (Business), DiAnne Borders (Education), and John Lepri (UNCG Faculty Senate). The discussions included the use of Blackboard for reviewing documents, the recurring challenge of selecting "representative" student comments in the evaluation of teaching, optimal number of external letters (minimum three), and the need to distinguish clearly between refereed and non-refereed publications. In previous years, printed dossiers in notebooks were helpful in steering new candidates, i.e., for use as "templates." Perhaps departments should be advised to retain electronic copies of successful dossiers to share with future candidates, as they undergo review. Faculty should be reminded of the close relationship between annual reviews and P&T evaluations. Some candidates had many years of exemplary annual reviews, yet were not always considered by peers to be exemplary candidates for promotion. It was requested that the promotion-and-tenure calendar be made available to all faculty as soon as possible each academic year.

### **Intercollegiate Athletics Committee 2012-2013 Annual Report to UNCG Faculty Senate**

*Charge: The committee shall be responsible for monitoring and reporting on intercollegiate athletics to the Faculty Senate. Of primary concern to the committee shall be the academic welfare of the student athletes and the overall integrity of the intercollegiate athletics program. The committee shall be available to hear and act on complaints and suggestions about intercollegiate athletics from the faculty, students, and other members of the University community.*

Major Activities for FCIA (2012-13) included: Completion of revision of Alcohol and other Drug Policy for Intercollegiate Athletics. Reviewed and made recommendations for improvements for the Missed Class Policy. Reviewed and made recommendations for the Exit Interview Protocol for graduating student-athletes. Unfinished business: Continue work on the missed class policy; seek input and collaboration from other student groups/organizations/departments that have to deal with missed classes and work towards an official university "position" to help faculty deal with this in a more standardized way.

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## Online Learning Committee 2012-2013 Annual Report to UNCG Faculty Senate

*Charge: The Faculty Senate Online Learning Committee shall study issues pertaining to the development, delivery, assessment and enhancement of online learning courses and programs at UNCG. It shall also facilitate the development, delivery and taking of online learning courses and programs, and work to enhance the quality of distance learning courses.*

No report. (Created April 18, 2012)

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## Promotion & Tenure Committee 2012-2013 Annual Report to UNCG Faculty Senate

*Charge: The major purpose of the committee is to provide faculty counsel to the Chancellor in accord with the University Promotions and Tenure Guidelines, Section II, Part B. The committee will review promotion and tenure policies and procedures yearly and will recommend modifications and changes in committee function and guidelines to the Faculty Senate.*

As has become standard practice, the Provost referred to the Committee for its advice all of those cases where there was not unanimity at the unit levels of review, and those cases that were applications for early promotion and/or tenure. The Committee was informed of the cases it would be evaluating at its first meeting, and established its procedure for evaluating the assigned cases. The Committee Chair provided the members with a template for the Committee's individually assigned preliminary reports on the candidates, so as to ensure uniformity of format among those reports. At the second meeting, after Committee members had studied the online dossiers of the candidates, the Committee deliberated over the assigned cases, and voted on what advice to give the Chancellor. The final drafts of reports of the Committee's deliberations and reports on each case were prepared by the Chair, based on these individual reports, once they had been approved by the Committee at its second, conference meeting. The Committee reported its advice on these cases to the Provost and Chancellor in a third meeting scheduled for that purpose. Subsequently, at a fourth meeting, with the Chancellor and Provost, the Committee learned of the Chancellor's final decisions on the cases in question.

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## Research Grants Committee 2012-2013 Annual Report to UNCG Faculty Senate

*Charge: The primary functions of the committee are to: (a) receive, evaluate, and act on applications for funding of faculty research grants, subsidies for book publication, referred publication page charges, submission fees, journal article reprints, and exhibition/performance charge; and (b) set policies and procedures deemed necessary.*

*Membership: Seven (7) faculty (one [1] from each School and the College), plus one (1) Senator. (Up to six [6] additional members may be appointed by the chair, after consultation with the Associate Provost for Research, in order to achieve programmatic balance, to serve one-year terms.*

The committee reviewed and selected the awards for the Regular Faculty Grants, Regular Faculty Summer Excellence Research Awards, New Faculty Grants, and New Faculty Summer Excellence Research Awards; held two training sessions for faculty on submitting the grants; reviewed and updated the instructions and guidelines for submission for AY 2012-2013; reviewed and selected awardees for the publication subsidy funding; and discussed options and opportunities to expand the amount of funding available for subsidies. Unfinished business: Continue discussing options and opportunities to expand the amount of funding available for subsidies and discussing ideas for further expanding the funding for Regular Faculty proposal programs since there are so many more excellent proposals submitted for the Regular Faculty grant proposal programs (i.e., Regular Faculty Grant and Summer Excellence Research Award) than could be funded.

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## Research Policies Committee 2011-2012 Annual Report to UNCG Faculty Senate

*Charge: The committee shall make advisory recommendations to the Faculty senate and/or to the Vice Chancellor for Research & Economic Development, acting for the Provost, about new policies or changes in existing policies that affect research conducted by faculty at the University. The overall goal for the committee is to enhance the research climate of the University.*

The RPC discussed the recent *Data Management Policy*, and disseminating the *Policy* by advising the Faculty Senate. The RPC provided assistance with a *Research Support Survey* to be disseminated through ORED to grant-active faculty, and with a *Data Management Survey* distributed through the library and IT. Given the impending overarching update of

the university's strategic plan, considerable discussion involved formulating a university research agenda, suggestions for efficiencies given limited resources, and concerns regarding messaging surrounding the role of research. 2013-2014 Issues: Based on recent discussion about the role and future directions of research, RPC proposes a town hall with faculty to discuss their perspectives. Five discussion points have been drafted, and the town hall should occur early in the Fall semester. The RPC will continue to monitor the *Data Management Policy*, and be available to consider other research policies and issues as they arise from either the ORED or the Faculty Senate. The RPC chair also will continue to sit on the Research Advisory Council to facilitate the liaison between the committee and upper administration.

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## **Scholarly Communications Committee 2012-2013 Annual Report to UNCG Faculty Senate**

*Charge: The Scholarly Communications Committee will support the University's research and teaching missions by consulting with and advising the University faculty in matters relating to the dissemination, use, and archiving of information and knowledge. The Committee will work collaboratively with campus administrators and faculty members to develop and implement a program offering leadership and direction toward altering the current course of scholarly communications, so that it is economically sustainable and ensures the widest possible access to the scholarly record. The Committee will: Analyze issues of scholarly publishing and communication as they apply to academic research institutions like UNCG; Propose short-term and long-term strategies to inform UNCG faculty about these issues; Propose short-term and long-term strategies to inform UNCG faculty about these issues; Provide faculty with guidance on fair use, intellectual property rights, and management of their creative works; Suggest and endorse avenues for individual and collective action, including actions that faculty members can take to contribute to an open and sustainable system of scholarly communication; Promote initiatives and practices that encourage faculty to explore the challenges and opportunities associated with disseminating research, creative works, and teaching materials through new methods and electronic means.*

In October 2012, the Committee sponsored a faculty forum, entitled "Open Access Publishing and the Promotion & Tenure Process," with four faculty members serving on a panel, highlighting their research and publication history, especially noting their experience with open access publishing and including information about how their colleagues and others might view open-access publishing and the payment of article processing fees. As one result of the program, the Committee recommended to the Promotion & Tenure Committee that the P&T Guidelines be revised to include open-access publishing and new forms of scholarly communication. In March 2013, the Committee sponsored a faculty forum entitled, "Innovation Commercialization and the Promotion & Tenure Process," with four faculty members serving on a panel, highlighting their experience with the Office of Innovation Commercialization, including observations about patents, trademarks and copyrights, faculty benefits, and consideration of activities in the promotion and tenure process. Members of the Committee continued to serve on a three-person subcommittee that awards grants from the Open Access Publishing Support Fund, and this academic year, grants were awarded to five faculty members totaling \$3,880. Unfinished business: The Committee will sponsor a faculty forum during Open-Access Week in October, and will focus community engaged scholarship and the promotion & tenure process.

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## **Student Learning Enhancement Committee 2012-2013 Annual Report to UNCG Faculty Senate**

*Charge: The Student Learning Enhancement Committee is established: a) to review the assessment plans for all undergraduate and graduate programs to assure that they are designed to improve student learning based on evidence and to meet accreditation requirements, b) to report annually to the Faculty Senate on the current status of academic program assessment at UNCG, c) to advise the deans of academic units or their designees on how departments might enhance their academic program assessment plans to improve opportunities for student learning, and, d) to make recommendations to the Associate Provost for Planning and Assessment for actions to be taken to improve UNCG's efforts to enhance student learning. This committee is also charged to celebrate successful examples of student learning enhancement resulting from assessment activities and to sponsor presentations and workshops to familiarize faculty with assessment practices and benefits.*

During 2012-2013, the SLEC:

1. Completed reviews of departmental assessment plans and reports based on 2011-2012 Compliance Assist reports.
2. Established monthly committee meeting schedule and additional conference/workshop opportunities for further faculty development activities.

3. Arranged with Associate Deans to replace three departing committee members.
4. Held eight committee meetings in 2012-13; used subcommittee structure to evaluate submissions for SLEC Award.
5. Revised, provided committee development, and applied Enhancement Progress Rubric which is used to review all academic programs' learning enhancement processes. This Rubric is presently being used to review and communicate with Associate Deans and then departmental faculty, and it was also very useful in communicating feedback to departmental faculty.
6. Refined SLEC Award guidelines, awarded one SLEC Award, and provided detailed feedback to the other submitters for improvement purposes.
7. Worked with Liane Davenport of Office of Academic Assessment (OAA) to produce a SLEC Blackboard, including series of Best Practices, readings, committee reports, etc. for faculty development.
8. Maintained excellent working relationship with Dr. Jodi Pettazzoni, Director of OAA.
9. Larry Taube (Chair) assisted in the writing of SACS Report 3.3.1.1.

Unfinished SLEC Business:

1. Ginger Karb (Nursing) has retired and someone from Nursing needs to replace her. We believe that Keshia Martin will be returning as our graduate students; if she is not, then we would need to find a replacement for her too.
2. Departmental reports based on 2011-2012 Compliance Assist reports have been completed and submitted to appropriate Associate Deans or Department Heads. Several Department Heads have been working with Jodi Pettazzoni to improve their processes, and we hope to see those results in 2012-13 Compliance Assist reports.
3. Guidelines for the SLEC Award are ready for next year.
4. Repeat cycle for 2012-13 CA reports in the upcoming year.
5. Report the status of academic assessment to the Faculty Senate and Associate Provost for Planning and Assessment.

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## **Faculty Teaching and Learning Commons Committee 2012-2013 Annual Report to UNCG Faculty Senate**

*Charge: The committee shall serve as a policy formulation body with respect to the Faculty Teaching and Learning Commons. The Committee shall review and make recommendations to the Director of the Faculty Teaching and Learning Commons. The committee shall act in an advisory capacity to the Faculty Senate and to members of the University administration.*

Focused on the re-visioning process of the FTLC. Due to the number of changes to this area, our meetings focused on ways to connect with different departments and programs across the university. Due to this effort, the FTLC developed the Learning Communities, where faculty and staff across disciplines have the opportunity to share resources in regards to a topic of interest. The 2012-2013 Academic Year was an unusual year for the FTLC Committee. During the year, Acting Director Patrick Lee Lucas led the FTLC through an extended process of re-imagining and re-structuring itself. He viewed the Advisory Committee as representative of potential FTLC stakeholders in the various units, and used it as a source of ideas and perspectives. During Fall 2012, Lucas met with the Advisory Committee four times, each time updating it on recent FTLC activity and planning and seeking reactions and suggestions. During Spring 2013, Lucas replaced the FTLC Committee meetings with monthly "visioning meetings" that included Committee members, as well as several other stakeholders from across UNCG, such as other FTLC staff and Directors of other academic support units. Four such meetings were held. The purpose of these meetings were to brainstorm ideas and solicit a wide range of perspectives to inform the FTLC staff's planning, and not to make clear decisions about FTLC activities or directions. Consequently, the Committee was only peripherally involved in the activities and restructuring of the FTLC this year. This report has been combined with FTLC Acting Director Lucas' annual report.

Unfinished & New Business: The committee has not exactly "serve[d] as a policy formulation body with respect to the Faculty Teaching and Learning Commons," and only loosely speaking has it "review[ed] and [made] recommendations to the Director of the Faculty Teaching and Learning Commons." Rather, it has acted as a collection of representatives of the academic units, providing general input into and reactions to the FTLC's major reconceptualization and reorganization this year. However, this was an unusual year, during which the FTLC underwent a dramatic process of self-reinvention. Acting Director Lucas and his staff needed a free hand to explore many different options and try out many different models. Entirely aside from its restructuring, the FTLC conducted a productive year of faculty

professional development, including many faculty/staff learning communities, high-quality talks and workshops, and the establishment of several FTLC Fellows with specific teaching-related foci of interest, expertise, and activity. Acting Director Patrick Lee Lucas is leaving UNCG at the end of this academic year, and has suggested a new leadership structure for the FTLC where guidance is provided by two part-time co-directors, drawn from UNCG faculty and staff who rotate through the position rather than by one permanent, full-time director. At the time of this report, the transition to this structure and selection of the first co-directors is unfinished. As the FTLC continues to change leadership, it will be important to stay connected and utilize the FTLC in appropriate ways.