

MINUTES OF THE MEETING OF THE FACULTY SENATE OF THE UNIVERSITY OF ARIZONA
Monday, September 14, 1987 Room 146, College of Law

The Faculty Senate convened in regular session at 3:03 p.m. on Monday, September 14, 1987, in Room 146 of the College of Law. Fifty-nine members were present. Presiding Officer of the Senate Thomas Rehm presided.

SENATE MEMBERS PRESENT: Aleamoni, Andreas, Aquilano, Atwater, Austin, Bayless, Billo, Brown, Carranza, Cartee, Chase, Chisholm, Cosgrove, Cusanovich, Daly, Drake, Ewbank, Fahey, Fenstermacher, Figler, Fleming, Goetinck, Hasselmo, Hetrick, Horak, Irving, Jones, Larson, Logan, Mautner, McConnell, McGraw, Mishel, Paplanus, Patterson, Peterson, Phipps, Reed, Rehm, Ridge, Roemer, Rollins, Ruiz, Sander, Sharkey, Sigelman, Silverman, Smith, Stedman, Steelink, Stender, Swaim, Tollin, Triffet, Watson, Wilkening, Witte, Woodard, and Woolfenden. Dr. Robert Sankey served as Parliamentarian.

SENATE MEMBERS ABSENT: Beigel, Bootman, Boynton, Butler, Chen, Cunningham, Dickstein, Epstein, Flint, Ganapol, Kettel, Koffler, Krutzsch, Marcus, Martin, McCullough, J. O'Brien, S. O'Brien, Parsons, Streitmatter, Tomizuka, Tuchi, and Weiss.

WELCOME EXTENDED TO NEW FACULTY SENATORS: On behalf of the Faculty Senate, Dr. Rehm welcomed new Ex Officio Senators: Dean of Agriculture Eugene Sander; Dean Lee Sigelman, Social and Behavioral Sciences; Acting Dean Norman Austin, Humanities; Acting Dean Terry Triffet, Engineering and Mines; and Acting University Librarian Shelley Phipps.

APPROVAL OF MINUTES OF MAY 4, 1987: It was moved and seconded (motion 87/88-9) and unanimously voted to approve the Minutes of May 4, 1987.

REPORT FROM THE PRESIDENT OF THE UNIVERSITY: No report; President Koffler was in Phoenix to speak with the Pope concerning the liaison with the Vatican Observatory.

REPORT FROM THE PROVOST OF THE UNIVERSITY: Dr. Nils Hasselmo said he was very pleased to see several new Deans in the Senate; he said there have been a number of Deanship vacancies, and considerable progress had been made in filling them: five down and three to go.

"Let me begin by announcing that there has also been a drain on staff in my office because the Regents' Task Force on Excellence, Efficiency and Competitiveness has enlisted the services of Vice-Provost George Davis, Assistant in Planning Roger Caldwell, and Budget Officer Esther Sherburg. I have so far replaced only one of them: Dean Jack Cole has taken on the role of Acting Vice-Provost until George Davis returns July 1, 1988. From time to time we probably will have occasion to speak about the Task Force, which is going to address both academic issues and issues having to do with the management of the university. I think that the way the Task Force's agenda has been shaped will be a constructive forum for dealing with some major issues which affect the institutions.

"In that context, we have been asked by the Board of Regents to present a draft of the University's Mission and Scope Statement. You may recall that we have been involved in revisions of the 1982 Mission and Scope Statement over a period of three or four years, but the Board has not taken any action on such Statements. We have now been asked to submit a draft revision by late in the Fall term. This is an issue that I would want to discuss with the Senate leadership as we proceed with revisions for the Board. The context in which this is being done is a strategic planning effort by the Board of Regents, an effort that has been going on for a couple of years, and as a result has provided some useful assessment of the needs of the state in regard to higher education.

"Recently there have been a couple of issues that have come to the fore that have to do with the future of higher education, especially the availability of four-year college programs in the state. NAU has come forward with a proposal, which will be referred to as NA-Yuma, being established in cooperation between NAU and Arizona Western Community College in Yuma. The Board is now in the process of setting up guidelines for the establishment of off-campus activities. We have indicated, in a very preliminary way, that if there are going to be off-campus centers or branch campuses, we would be interested in Sierra Vista as a first possible target for establishing such activity. We do have a good deal of Continuing Education activities in Sierra Vista already, and it is conceivable that would be an off-campus center for the University of Arizona. This is an issue that would be discussed by the Board of Regents, and that we also need to address in our internal consultations.

"We have continued to address issues in Undergraduate Education, and at the Board meetings Friday and Saturday, the Board adopted yet another agenda in Undergraduate Education, for 1987-88. This is the third year of special attention being given to Undergraduate Education. The agenda of this coming year addresses three types of issues, at least two of which we have already dealt with in some depth at the University. One is that of the assessment of the quality of Undergraduate Education. The Task Force, chaired by Cliff Conrad in the College of Education, provided a very comprehensive report last spring on assessment, and this is a report that we expect by mid-year to result in some further steps being taken towards a more formal process to assessing the quality of Undergraduate Education. The second issue on the Board of Regents' agenda in Undergraduate Education is that of Advising. Again, we had a Task Force last year that made some recommendations; we have allocated \$50,000 for some preliminary developments of a better advising system, and we intent to move ahead further in that particular area as well. The third issue on the Board of Regents' agenda is that of student involvement in learning. I have asked Associate Vice President Celestino Fernandez to pursue especially those types of involvement in learning. In that connection, for example, we have encouraged Deans and Department Heads to make sure that there is student representation on suitable committees at the departmental and college levels. Again, we expect to come forward during the year with further discussion concerning student involvement in learning. We will be reporting to the Board of Regents in May of 1988 on all three of these issues.

"I should also mention that the Committee on the Year of the Undergraduate, which the President appointed last year, has made certain recommendations, and Associate Vice President Fernandez is spearheading the implementation of some of the recommendations that came forward in that report. The idea of the Year of the Undergraduate came from the student leadership and was accepted by the

administration, and 1988 will formally be the year in which special emphasis will be placed on Undergraduate Education through a series of special events. We also hope that this will simply be a step towards continuing attention being paid to this important activity.

"I should mention that as a result of a couple of symposia that we have held on the teaching of large classes, a quarter of a million dollars has been allocated for improvement of fifteen classrooms that are especially heavily used by relatively large classes. Again, we look upon this as a first installment in a program for the improvement of classroom facilities. The program will also involve some organizational changes in order to concentrate responsibility for classrooms and classroom equipment in fewer hands. We have found that the responsibility has been rather diffused among different agencies in the University.

"As you have probably seen in the papers, and some of you have been involved in these discussions, a proposal for changes in admission requirements have been brought forward to the Board of Regents. Those are proposals that have been developed by Student Affairs, and in May the Board adopted new admission requirements for out-of-state students. Because of technical requirements, the Board now has to take action on those proposals again, and did this last week on the out-of-state requirements. They expect to take final action in October. This would mean that automatic admission for out-of-state students would be given only to those in the top 25 percent of their graduating class, or having a 3.0 average in high school. There are also SAT and ACT scores that mark admissibility. For students who fall below those requirements, but meet the current requirements, there would be a special admission procedure: a committee would review their credentials and either grant admission or grant conditional admission. For example, providing that admission would be granted upon successful completion of the summer Bridge program, or completion of an assessment and remedial semester in a community college. The main reason for doing this is to try to enhance the success of our students. Our retention rate has not been at an acceptable level, and we feel that raising the automatic admission requirements and requiring certain types of preparatory work for students who fall below those requirements will greatly enhance the success of the student. With regard to out-of-state students, you can also argue that our responsibility for counter-prepared students may be limited when it comes to out-of-state students. For in-state students, we clearly carry a very major responsibility, and now that we are going forward with a similar proposal for in-state students, it is especially important that we make sure we continue to provide access, and that conditional admission becomes a way of preparing students better for the college experience rather than excluding students who have the potential of succeeding in college. Dr. Woodard and his staff are working very hard on establishing exactly that kind of a program. I want to emphasize that this is not simply upping the admission requirements, but this is basically a program in improved retention.

"The enrollment for 1987-88 is very encouraging, and it is also encouraging that we were able to accommodate maybe as many as 1300 or 1400 additional students without, at least as far as I know at this point, major dislocations. There were certainly students who were unable to obtain the courses they wanted. We do have courses that are clearly overcrowded, but there were no major dislocations in spite of this influx of students. This means that the whole question of enrollment management is pressing itself upon us, maybe even more quickly than we had anticipated. The campus capacity is not unlimited,

and when we get into the mid-30s in enrollment, we are going to confront some very severe problems, even more difficult than the ones we have at this particular time. We are addressing enrollment management, and it is undoubtedly an issue that will also appear, sooner or later, on the Faculty Senate's standing committees' agendas.

"As far as the tenure buy-out policy is concerned, it was adopted by the Board of Regents, but the Legislature still has not given approval to the use of state funds in order to buy out tenure. We hope that in the forthcoming legislative session we can get this program initiated since we do have some faculty members who have expressed an interest in making availance of such a program. This would mean that in programmatic areas where we may have more faculty than we need to turn to student demand, we could buy out a faculty member's tenure and place the position in a program where we are clearly understaffed. This would give us additional flexibility. This is an entirely voluntary program.

"Finally, I should mention that the development of outside research funding for this institution has continued at a spectacular rate. The outside funding for research alone this past year rose by about 20 percent, from about \$100 million to about \$115 million. This is, again, testimony to the creativity and energy of our very distinguished faculty. I welcome you back to another academic year, and wish you all the best."

REPORT FROM THE CHAIRMAN OF THE FACULTY: Dr. Rehm reported that the Constitution and Bylaws has been transmitted to the Board of Regents office by President Koffler; it is currently undergoing preliminary review by Regents staff. After it has been reviewed by the Regents staff, it may come back to the University for further changes. In the interim, the General Faculty Census, consisting of tenured, tenure-eligible, continuing, and continuing-eligible individuals, as well as others specified in the Constitution, has been prepared, based on a June 30 list from Faculty Records; additions to the list are expected shortly. Dr. Rehm said this census will be broken down by colleges and departments and sent out in October, as specified in the Constitution, for faculty comments, additions and deletions. In this way, an accurate census will be achieved.

Regarding the annual Promotion and Tenure Report, Dr. Rehm said he had received a request that this report contain an additional breakdown to include minorities and women. He said the Provost had supplied that information, and the report is currently with the Academic Personnel Policy Committee, which hopes to be able to provide it to the Senate at the November meeting.

Dr. Rehm said that new requirements in Chapter 3, University Handbook for Appointed Personnel, call for more formal second- and fourth-year reviews, i.e., that Faculty Status Committees review those cases. Since there were so few of those individuals in 1986-87, there was no possibility of anonymity; as the review process builds up, there should be a big enough body that a summary report can be issued to the Senate.

During the summer, the IRAD office had experienced difficulties with its optical scanner; the replacement scanner has been ordered, and the ability of the IRAD office to handle scoring and evaluations should be restored soon.

Dr. Rehm reported that the Committee on Elections will be conducting two elections soon for Faculty Senate College Representatives: Medicine and Pharmacy.

Four of the Faculty Senate standing committees are fully formed; the lists will be submitted to Senators with their October meeting calls. The fifth committee (Budget Policy Committee), in order to more efficiently conduct its business, was carried over through the summer. The composition of that committee will be announced soon, Dr. Rehm said.

Dr. Rehm noted that some of the people who serve on standing committees are overwhelmed by the items enumerated in the committee's charge. He said that shouldn't bother anyone: when the list was drafted, it was intended to cover all possibilities that might be appropriate for each committee to deal with.

Regarding Chapters 3 and 4, University Handbook for Appointed Personnel, all changes enacted by the Senate in the spring were incorporated into the May 15, 1986 version during the summer. The revised material is being reviewed by the Academic Personnel Policy Committee; Chapter 3 has been essentially completed, and Chapter 4 should be completed soon. Both chapters will be forwarded to the President's office, hopefully by the end of September.

The Alumni Association reported to Dr. Rehm that their revised Bylaws call for a member of the full-time faculty to serve on its Board of Directors, and that this member could be selected by the Faculty Senate. Dr. Rehm said the Faculty Senate Executive Committee is reviewing that request, and will present a recommendation to the Senate. In the interim, he said, he has been sitting in on their meetings as a representative of the faculty.

Dr. Rehm reported that some members of the General Faculty may not have received their May Senate Minutes yet, because the press at Printing/Reproductions broke down, but they were reportedly delivered to the Campus Mailroom today. He said he was providing this information in case any member of Senators' constituencies indicated copies had not yet been received.

REPORT FROM THE PRESIDING OFFICER OF THE FACULTY SENATE: Dr. Rehm said that in order to assure that Senate meetings will adjourn no later than 5:00 p.m., he said he hoped Senate committee chairs would continue to present brief reports, and that Senate discussions continue in the constructive manner established. He thought that 1987-88 might see fewer weighty items, in view of the fact that the Constitution/Bylaws and Chapters 3 and 4 have already been acted upon.

REPORT FROM THE SECRETARY OF THE FACULTY: No report.

REPORT FROM THE PRESIDENT OF ASUA: Senator Reuben Carranza reported on some items which ASUA dealt with this summer and which they plan to pursue this year: (1) the report from Dr. Hasselmo's Assessment Task Force; (2) the continued implementation of the Academic Advising Task Force report; (3) the Committee on the Year of the Undergraduate, which has the potential of being a model committee in promoting the undergraduate experience at the institutional level; (4) the faculty/student ratio in a number of colleges, specifically where there are disturbing reports of students unable to get into lower-division classes. Mr. Carranza reported that this year, for the first time in a couple of years, the ASUA office did not receive one complaint regarding financial aid distribution. There is growing concern however, over (5) the

type of financial aid being distributed; in August, Student Affairs Vice Presidents made a preliminary report to the Finance Committee of the Board of Regents which included the fact that in 1986-87, 64 cents out of every dollar distributed system-wide was in the form of a loan or some sort of self-help. ASUA is concerned, he said, about the increasing burden being placed on loan indebtedness by students financing their education. The Board of Regents will continue this year a Financial Aid Task Force initiated in 1986-87; last year the Board voted to examine the possibility of establishing some kind of state financial aid system by means of a \$5 assessment on registration fees. Mr. Carranza said that another positive note is that the Legislature did match the State Student Incentive Grant. (6) Housing remains a concern to students this year, and the Board of Regents has asked that Residence Life submit a long-range plan concerning housing; ASUA looks forward to development of that plan, with concerns for the methods of financing new housing and the level at which prices and other fees will increase for students using that housing. He said there is also a question as to what extent private development would be used by the University to meet some of the demands for housing. Another positive bit of news, he said, is that Residence Life has reported that the study on the Christopher City Family Housing Complex has been completed and indications are that the University will retain it. (7) Mr. Carranza reported that ASUA, in conjunction with Orientation, Advising and Retention, will again be sponsoring the Faculty/Student Interaction Fund. (8) Another area which ASUA hopes to address in 1987-88 is the recruitment and retention of minority and women faculty; he said preliminary discussion with members of the Board of Regents indicated this will also be a concern of the Board in the coming year. (9) Regarding the Student Recreation Center, the University has acquired a new Director of Recreation; ASUA looks forward to exciting things occurring in the next few months. Intramural sports clubs and campus recreation will now be under the Department of Recreation, under the office of the Vice President for Student Affairs. Mr. Carranza said ASUA is still hopeful that the \$5 million committed by the University will be raised. (10) The ASUA scholarship program, mentioned at the end of 1986-87, is proceeding smoothly; it is anticipated the first of those scholarships will be awarded during the spring semester. Mr. Carranza concluded by extending an invitation to faculty and Senators to offer input and suggestions on issues to ASUA.

REPORT FROM THE ACADEMIC PERSONNEL POLICY COMMITTEE: Senator Jones said the committee is working on final details of Chapters 3 and 4, which they hope to complete forthwith. Additionally, he said, the committee will be looking at the Promotion/Tenure and Promotion/Continuing Status Report prepared by the Provost's Office.

REPORT FROM THE BUDGET POLICY COMMITTEE: Senator McConnell reported that a quorum of the committee met once during the summer to review and discuss Decision Packages with the Provost. He said the committee had hoped the constitution of the committee would occur in the Fall, to coincide with the budget process calendar, and the committee was pleased that some of their recommendations and comments were being noted.

REPORT FROM THE INSTRUCTION & CURRICULUM POLICY COMMITTEE: Senator Atwater said that constitution of the full committee had just been completed, and the committee's first meeting of the semester is scheduled for September 22.

REPORT FROM THE RESEARCH POLICY COMMITTEE: Senator Witte said the committee will continue to review matters related to Technology Transfer, specifically

the creation of a University Committee on Ethics and Commitment, which would consider Fraud in Research, Conflict of Commitment, and Facilities Misuse Policies. She anticipated the committee will have a proposal for the Senate in November. The Undergraduate Research Grant Program which was begun during the summer was highly successful, she reported, and she has asked Dr. Cliff Lytle to present a report in November summarizing the summer program and the plans projected for 1987-88. New issues the committee is considering include Research in Teaching Activities, and the evaluation of them in the promotion/tenure process, as well as the "gross and net worth" of a faculty member, and the committee plans to poll the faculty for their ideas on this latter subject.

REPORT FROM THE STUDENT AFFAIRS POLICY COMMITTEE: Senator Mishel reported that the committee has met twice this fall; members are evaluating comments provided at the two previous Senate meetings and are redrafting their proposal on Student/Faculty Interaction. She anticipated submission date to the Senate might be November or December.

QUESTION AND ANSWER PERIOD: Senator Atwater asked Dr. Hasselmo, because of the Instruction & Curriculum Policy Committee's interest in this matter, what has happened with the reorganization of IRAD during the past six months and whether he could provide the Senate with a brief clarification of changes in this unit and how they might affect services. Dr. Hasselmo said that breakdown of the scanner was a major setback, and they are in the process of trying to replace it. He said IRAD will continue its activities, but it may be part of a broader unit focusing on instructional support in general. Some activities are being transferred and consolidated under Associate Vice President Celestino Fernandez, and IRAD will continue to be an important part in development, providing services for the training of graduate assistants and faculty members, and continuing to provide service with regard to student evaluation of faculty in the classroom setting. He said no diminution of activities was expected, but a fairly major reorganization of these areas was expected over the next several months. Senator Fahey asked if new personnel were being considered for this area and, if so, what was being done in the way of a search. Dr. Hasselmo said he had not planned to make an announcement at this meeting, but Professor Tom Volgy of the Political Science Department has promised to accept the responsibility for IRAD in 1987-88.

Senator Patterson, addressing Dr. Hasselmo, said that one of his first thoughts as he read of the proposal regarding admission standards and the high attrition rate in the student's first year, was that if they don't have a 3.0 GPA already, they can't obtain scholarships; many of them are in financial situations precluding participation in the Summer Bridge Program because they must work, and Senator Patterson viewed such a situation as an academic impasse for minority students who wanted to attend the University. He wondered whether an alternative could be developed such as counseling or tutorial programs in the first semester to truly further recruitment and retention of minority students. Dr. Hasselmo responded that this is a matter of real concern, and as part of the adjustment of the admissions requirements, with the Summer Bridge Program assuming major importance, it was the administration's intention to provide financial support for students that would make it possible for them to enter the Summer Bridge Program. He said the administration does not want to introduce new hurdles for minority or other students, but rather to introduce a program that will enhance their chances of actually succeeding in obtaining their degrees. Senator Woodard said that if the University requires a student

to attend the Summer Bridge Program, the summer work requirement can be waived by increasing the award of financial aid. Senator Patterson said his concern was based on the fact that scholarship of a 3.0 GPA is required and if they lacked that, would thus be ineligible for adequate scholarship aid. Dr. Woodard said this would not be the case for the Offices of Minority Student Affairs: students are eligible for Regents Grants. He wondered if Senator Patterson was referring to the Regents Scholarship Grants. Students who have full need would most likely be awarded a Regents Grant, even if they had a 2.5 GPA, as long as they showed need. He said the Regents increased grants for needy students by 10 percent last year, and there was hope it would be increased by 10 percent this year. He said that students who show a high need are likely to get more grant aid than students who show low need, and a fairly good job of packaging can usually be done for high-need students as long as they are on-time filers.

Senator Fleming asked Dr. Witte about gross and net worth of faculty. Senator Witte indicated that it would not include the financial aspect, but that the Research Policy Committee will turn to faculty to provide help with the definition. Senator Fleming asked what the purpose would be in defining this term. Senator Witte said she couldn't speak for the committee, but one benefit would be to have faculty examine their assets from the point of view of the faculty, rather than from other segments of the University.

Senator Steelink addressed Dr. Hasselmo regarding his comments on the Year of the Undergraduate. He suggested that the best thing one could do for an undergraduate in August of 1988 is to assure that person that the courses we advertise as being taught will be taught. He said he has taught at the University a long time, and he couldn't remember an August when there was so much chaos in terms of funding to the departments for operations and running of classes and for teaching. He said his department, as well as other departments, had experienced this problem of very late release of funds for operations; as a result, there were considerable problems in planning for the hiring of teaching assistants and for buying equipment. It was true, he agreed, that after the first week of classes things had settled down, and empty stairwell space and attic space had been found to teach classes. He wondered if there was any way to release funds earlier to departments. Dr. Hasselmo responded that the system introduced and in effect during the last two or three years with regard to temporary funding stems from estimates of salary savings; annually, significant amounts of money are reallocated within the University. "We have instituted a system where in February the deans submit their estimates of needs for the coming year, and we allocate at that time as much as we think that we can realistically realize in salary savings. This is where the infamous \$23,000 rule comes into play, which means that if there is a vacancy, the department retains \$23,000 and the balance accrues to my office for redistribution. We allocated in March maybe as much as 2/3 of the monies that we allocated this year. As the Legislature makes its decisions in the late spring, and as we know what kind of formula is going to be applied under the 22:1 ratio from last fall, we have a second round, which this year took place around June 1. This year we also had a third round of allocations in July, really scraping the coffers because the enrollment projection indicated to us that we were going to experience a significant increase in enrollment. We tried to place the resources in areas that we knew were going to be heavily affected by the enrollment. By July 1 we had allocated almost everything. We did make two emergency allocations the very last few days, when during Registration it became apparent that we needed some additional sections in English

Composition and in Beginning Spanish. But those were the only allocations that were made, as I believe, after July 1. How monies were distributed within units, I don't know exactly what the timetable was. To some extent the deans have been in the same situation that we have been, that they have had to hold back and see how the enrollments are going to develop before they can make final allocations. This continues to be a major problem, especially in situations where we have major changes in enrollment in a given year."

ELECTION OF TWO FACULTY REPRESENTATIVES TO STUDENT SENATE: Senator Carranza said ASUA is submitting for ratification by the Faculty Senate the names of two faculty members to serve on the Student Senate: Dr. Edward Williams, Political Science and Sarah Blake, Associate Vice President for Finance. He indicated both individuals had agreed to serve, and moved for approval (motion 87/88-10). That motion was seconded and unanimously approved by voice vote.

APPROVAL OF CURRICULAR MATERIAL: It was moved, seconded, and unanimously voted (motion 87/88-11) to approve Section I, Curriculum Bulletin Vol. 12, No. 1. It was moved, seconded, and unanimously voted (motion 87/88-12) to approve Section IV, Curriculum Bulletin Vol. 12, No. 1 (as changed on p. 7, Journalism 439, New Course: Ethics and the News Media).

RATIFICATION OF CHAIR OF INSTRUCTION & CURRICULUM POLICY COMMITTEE: Dr. Rehm next called for ratification of the Chair of the Instruction & Curriculum Policy Committee, Senator Betty Atwater. It was so moved, seconded and unanimously approved (motion 87/88-13).

The meeting adjourned at 3:56 p.m.

George W. Ridge, Jr., Secretary

MOTIONS PASSED AT THE MEETING OF SEPTEMBER 14, 1987:

- 87/88-9 Approval of Minutes of May 4, 1987.
- 87/88-10 Approval of two faculty representatives to Student Senate: Dr. Edward Williams, Political Science, and Sarah Blake, Associate Vice President for Finance.
- 87/88-11 Approval of Section I, Curriculum Bulletin, Vol. 12, No. 1.
- 87/88-12 Approval of Section IV, Curriculum Bulletin, Vol. 12, No. 1 as changed.
- 87/88-13 Ratification of Dr. Betty Atwater as Chair of the Instruction & Curriculum Policy Committee.

MATTERS PENDING:

- Academic Personnel Policy Committee: Promotion/Tenure and Promotion/Continuing Status Report (November).
- Research Policy Committee: (1) Policy on Fraud in Research; (2) Conflict of Commitment Policy; (3) Facilities Misuse Policy; (4) University Committee on Ethics and Commitment (November or December).
- Student Affairs Policy Committee: Proposal for the Recognition of Student/Faculty Interaction as an Integral Component of Effective Teaching (November or December).

DOCUMENTS ATTACHED TO THESE MINUTES: None