# PUBLIC NOTICE AND AGENDA 

## FACULTY SENATE

Wednesday, September 30, 2020, 3 p.m.
Microsoft Teams Meeting
Northern Illinois University
DeKalb, Illinois
All Faculty Senate members will receive an Outlook invitation to this Teams meeting.
Others wishing to join the meeting, please send your request to Pat Erickson at pie@niu.edu, no later than 12 noon, September 30.

## I. CALL TO ORDER

## II. VERIFICATION OF QUORUM

III. ADOPTION OF THE AGENDA
IV. APPROVAL OF THE SEPTEMBER 2, 2020 MINUTES - Pages 4-9
V. PUBLIC COMMENT
VI. FS PRESIDENT'S ANNOUNCEMENTS
VII. ITEMS FOR FACULTY SENATE CONSIDERATION
A. Antiracism Planning Forum for Shared Governance - Page 10
B. Approve FS-Ad Hoc Social Justice Committee membership - Page 11
VIII. CONSENT AGENDA

## IX. UNFINISHED BUSINESS

A. Proposed amendment to FS Bylaws 3.3 Faculty Senate Personnel Committee Page 12
SECOND READING - VOTE
B. Proposed amendment to FS Bylaws 4.9.1, CAEIE membership - Page 13

Vernese Edghill-Walden, Vice President for Diversity
Tamara Boston, Program Coordinator, Academic Diversity, Equity and Inclusion SECOND READING - VOTE

## X. NEW BUSINESS

A. Proposed amendment to Faculty Senate Bylaws Article 4.5.1 Baccalaureate Council membership and Article 4.6.2.1 General Education Committee membership Pages 14-15
Omar Ghrayeb, Vice Provost for Undergraduate Studies FIRST READING
B. Approve search committee structure for Dean of the Graduate School and Associate Vice President for International Affairs per FS Bylaws Article 10.3.2.1(B) - Page 16

## XI. REPORTS FROM COUNCILS, BOARDS AND STANDING COMMITTEES

A. Faculty Advisory Council to the IBHE - Linda Saborío - report

IBHE Strategic Master Plan for Higher Education in Illinois discussion - Page 17 Further input can be directed to Linda Saborío at 1saborio@ @iu.edu no later than Wednesday, Oct. 14.
B. University Advisory Committee to the Board of Trustees - report

Natasha Johnson, Cathy Doederlein, Kendall Thu
Katy Jaekel, Sarah Marsh, Greg Beyer
C. Faculty Rights and Responsibilities Committee - Peter Chomentowski, Chair no report
D. Rules, Governance and Elections Committee - Ben Creed, Liaison/Spokesperson - report

1. Per Faculty Senate Bylaws, Article 4.4.1.1 (E), selection of one tenured or tenure-track faculty member of Faculty Senate to serve as a nonvoting member of the Graduate Council for 2020-21.

The GC meets monthly on Mondays at 10 a.m. 2020-21 dates are: Oct 5, Nov 2, Dec 7, Feb 1, Mar 1, Apr 5, May 3.
E. Student Government Association - report

Antonio Johnson, President
Bradley Beyer, Speaker of the Senate
F. Operating Staff Council - Natasha Johnson, President - report
G. Supportive Professional Staff Council - Cathy Doederlein, President - report

## XII. INFORMATION ITEMS

A. Policy Library - Comment on Proposed Policies (right-hand column on web page)
B. Minutes, Academic Planning Council
C. Minutes, Athletic Board
D. Minutes, Baccalaureate Council
E. Minutes, Board of Trustees
F. Minutes, Campus Security and Environmental Quality Committee
G. Minutes, Comm. on the Improvement of the Undergraduate Academic Experience
H. Minutes, General Education Committee
I. Minutes, Graduate Council
J. Minutes, Graduate Council Curriculum Committee
K. Minutes, Honors Committee
L. Minutes, Operating Staff Council
M. Minutes, Student Senate, Student Government Association
N. Minutes, Supportive Professional Staff Council
O. Minutes, University Assessment Panel
P. Minutes, University Benefits Committee
Q. Minutes, Univ. Comm. on Advanced and Nonteaching Educator License Programs
R. Minutes, University Committee on Initial Educator Licensure
S. FS 2020-21 dates: Sep 2, Sep 30, Oct 28, Nov 18, Jan 20, Feb 17, Mar 24, Apr 21 All fall 2020 semester meetings will be held via Microsoft Teams. The Teams meeting link and the agendas will typically be sent via email on the Friday preceding each FS meeting.
T. At large committee vacancies - Several university committees currently have at large faculty vacancies, which can be filled by faculty from any college (as opposed to college-specific representation). If you have interest in serving, or know someone who does, contact Pat Erickson at pje@niu.edu.

University Benefits Committee - Fall 2020 semester only (to serve as an alternate in an at-large faculty seat). Meets monthly on Thursdays at 2 p.m.

## XIII. ADJOURNMENT

## MINUTES

## FACULTY SENATE

Wednesday, September 2, 2020, 3 p.m.
Microsoft Teams Meeting
Northern Illinois University
DeKalb, Illinois
All Faculty Senate members will receive an Outlook invitation to this Teams meeting. Others wishing to join the meeting, please send your request to Pat Erickson at pie@niu.edu, no later than 12 noon, September 2.

## Full transcript

VOTING MEMBERS PRESENT: Allori, Aygen, Berke, B. Beyer, Bohanon, Borre, Buck, Carpenter, Chen, Cheyney, Chomentowski, Clark, Creed, Demir, Doederlein, Duffin, Fredericks, Grund, Hu, Hua, Ito, A. Johnson, L. Johnson, N. Johnson, Jong, Keddie, Konen, Kuehl, Lampi, Liberty, Maki, Martin (for Tatara), Mayer, McCarthy, McGowan, Mellon, Montana, Palese, Petges, Pohlman, Qin, Royce, Sharp, Sirotkin, Slotsve, Smith, Subamony, Surjadi, Thu, Valentiner, Whedbee

## VOTING MEMBERS ABSENT: Tatara

OTHERS PRESENT: Boston, Bryan, Edghill-Walden, Edwards, Groza, Hunt, Ingram, Klaper, McEvoy, Oduwole, Saborio, Streb

OTHERS ABSENT: G. Beyer, Jaekel, Marsh

## I. CALL TO ORDER

Faculty Senate President K. Thu called the meeting to order at 3 p.m.

## II. VERIFICATION OF QUORUM

A quorum was verified.

## III. ADOPTION OF THE AGENDA

C. Doederlein moved to adopt the agenda, seconded by P. Chomentowski. Motion passed.
IV. APPROVAL OF THE APRIL 22, 2020 MINUTES
N. Johnson moved to approve the minutes, seconded by C. Doederlein. Motion passed.

## V. PUBLIC COMMENT

## VI. FS PRESIDENT'S ANNOUNCEMENTS

A. Illinois Open Meetings Act
B. Welcome new Faculty Senate members
C. Review changes to shared governance

## VII. ITEMS FOR FACULTY SENATE CONSIDERATION

A. Antiracism Planning Forum for Shared Governance

Vernese Edghill-Walden
Vice President for Diversity, Equity and Inclusion
Anne Edwards
Director, Center for Black Studies
B. Assessment Review
C. Five-Year Review of Student Evaluation of Instruction
D. Return to the fall semester - Protecting the Pack

## VIII. CONSENT AGENDA

D. Valentiner moved to approve the consent agenda, seconded by N. Pohlman. Motion passed.
A. Approve the 2020-21 Faculty Senate Standing Committee membership rosters per FS Bylaws, Article 3
B. Approve the 2020-21 University Advisory Committee to the Board of Trustees membership roster, confirming Katy Jaekel for a three-year term and Greg Beyer for a two-year term per NIU Bylaws, Article 8.4.1.1
C. Approve Department of Communication Professor Ferald Bryan to serve as the 2020-21 Faculty Senate parliamentarian per Faculty Senate Bylaws, Article 2.2.
D. Approve list of faculty candidates running unopposed to serve on committees of the university

## IX. UNFINISHED BUSINESS

## X. NEW BUSINESS

A. Approve Appearances Before the Faculty Senate and FS Standing Committees policy per 5 ILCS 120/2.06(g) Illinois Open Meetings Act

The proposed policy is consistent with the Bylaws of the Board of Trustees, Article II-Board Operating Procedures, Section 4-Appearances Before the Board, currently in effect.
G. Aygen moved to approve the appearances document, seconded by E. Fredericks. Motion passed.
B. Proposed amendment to FS Bylaws 3.3 Faculty Senate Personnel Committee FIRST READING
C. Proposed amendment to FS Bylaws 4.9.1, CAEIE membership Vernese Edghill-Walden, Vice President for Diversity
Tamara Boston, Program Coordinator, Academic Diversity, Equity and Inclusion FIRST READING

## XI. REPORTS FROM COUNCILS, BOARDS AND STANDING COMMITTEES

A. Faculty Advisory Council to the IBHE - Linda Saborío - report
B. University Advisory Committee to the Board of Trustees - report Natasha Johnson, Cathy Doederlein, Kendall Thu Katy Jaekel, Sarah Marsh, Greg Beyer
C. Faculty Rights and Responsibilities Committee - Peter Chomentowski, Chair no report
D. Rules, Governance and Elections Committee - Ben Creed, Liaison/Spokesperson - report

1. Election of 2020-21 Hearing Panel - A Qualtrics ballot will be distributed to FS tenured/tenure-track voting members following the meeting.
2. By-lot drawing of 15 FS tenured faculty members to serve on the 2020-21 grievance panel for student grievances - Pat Erickson will draw by lot and read the names out during the meeting.

The following faculty members were selected by lot:
Yasua Ito, Physics
Florensia Surjadi, Family and Consumer Sciences
Veysel Demir, Electrical Engineering
Chong Zheng, Chemistry and Biochemistry
Janet Olson, Health and Human Sciences
Kevin Martin, Engineering and Engineering Technology
Shane Sharp, Sociology
Simón Weffer, Liberal Arts and Sciences
Karen Whedbee, Communication
George Slotsve, Economics
Bob Tatara, Engineering Technology
Mike Konen, Geographic and Atmospheric Sciences
Todd Buck, Art and Design
Arlene Keddie, Health Studies
Valia Allori, Philosophy
3. Election of 2020-21 non-union faculty and staff grievance pool - A Qualtrics ballot will be distributed to FS tenured/tenure-track voting members following the meeting.
4. Election of a Faculty Senate vice president per Faculty Senate Bylaws, Article 2.2. Nominations will be taken from the FS floor, and election will take place during the meeting.
N. Johnson nominated G. Slotsve, seconded by P. Chomentowski. No other nominations were made. Members approved G. Slotsve to serve as Faculty Senate vice president by voice vote.
5. Selection of one FS tenured/tenure-track faculty member to serve as the Faculty Senate president's designee on the 2021 BOT Professorship Award Selection Committee. Nominations will be taken from the FS floor, and election will take place during the meeting.

Committee members review approximately 10 applications online, and the committee meets two to three times between November and February. The person selected to serve on this committee cannot be a candidate for the award, nor have submitted a nomination for the award.
G. Aygen volunteered to serve as the Faculty Senate president's designee on the 2021 BOT Professorship Award Selection Committee. No other nominations were made. Members approved G. Aygen by voice vote.
E. Student Government Association - report

Antonio Johnson, President
Bradley Beyer, Speaker of the Senate
F. Operating Staff Council - Natasha Johnson, President - report
G. Supportive Professional Staff Council - Cathy Doederlein, President - report

## XII. INFORMATION ITEMS

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K. Minutes, Honors Committee
L. Minutes, Operating Staff Council
M. Minutes, Student Senate, Student Government Association
N. Minutes, Supportive Professional Staff Council
O. Minutes, University Assessment Panel
P. Minutes, University Benefits Committee
Q. Minutes, Univ. Comm. on Advanced and Nonteaching Educator License Programs
R. Minutes, University Committee on Initial Educator Licensure
S. Annual Reports, 2019-20
T. FS 2020-21 dates: Sep 2, Sep 30, Oct 28, Nov 18, Jan 20, Feb 17, Mar 24, Apr 21 All fall 2020 semester meetings will be held via Microsoft Teams. The Teams meeting link and the agendas will typically be sent via email on the Friday preceding each FS meeting.
U. At large committee vacancies - Several university committees currently have at large faculty vacancies, which can be filled by faculty from any college (as opposed to college-specific representation). If you have interest in serving, or know someone who does, contact Pat Erickson at pje@niu.edu.

University Benefits Committee - Fall 2020 semester only (to serve as an alternate in an at-large faculty seat). Meets monthly on Thursdays at 2 p.m.

Campus Parking Committee - two-year term. Meets monthly on Thursdays at 1 p.m.
Parking Appeals Committee - one-year term. Meets second and fourth Tuesday of the month, 1:30-3:30 p.m.

Campus Security and Environmental Quality Committee - two-year term. Meets the third Wednesday of the month at 10 a.m.

## XIII. ADJOURNMENT

N. Johnson moved to adjourn. The motion was seconded and passed.

Meeting adjourned at 4:45 p.m.

Prioritizing Antiracism Issues

| Issue | Top priority 5 points | $2^{\text {nd }}$ priority 4 points | $3^{\text {rd }}$ priority $\mathbf{3}^{2}$ 3 points | $\underset{\mathbf{2}^{\text {priority }}}{ }{ }^{\text {th }}$ <br> 2 points | $5^{\text {th }}$ priority <br> 1 point | TOTAL |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1. Lack of representation of Black faculty and staff | $\begin{aligned} & 11 \text { votes } \\ & 55 \mathrm{pts} \\ & \hline \end{aligned}$ | 4 votes 16 points | 1 votes 3 points | 3 votes 6 points | 0 votes 0 points | 80 points |
| 2. Mandatory antiracism training for all students, faculty and staff, perhaps through Title IX | 7 votes 35 votes | 3 votes 12 votes | 4 votes 12 votes | 0 votes 0 points | 3 votes 3 points | 62 points |
| 3. Education-pushing an intro course on racism in the workplace | 4 votes <br> 20 points | 2 votes <br> 8 points | 0 votes 0 points | 2 votes 4 points | 1 vote 1 points | 33 points |
| 4. Make Black Studies courses more visible | 4 votes <br> 20 points | 2 votes <br> 8 points | 3 votes 9 points | 0 votes 0 points | 1 vote 1 point | 38 points |
| 5. More transparency in the bias incident reporting process - Is there real accountability? | 1 vote 5 points | 3 votes <br> 12 points | 1 vote 3 points | 1 vote 2 points | 1 vote <br> 1 point | 23 points |
| 6. Provide more resources for Black student leaders; for example, a conference | 2 votes <br> 10 points | 5 votes <br> 20 points | 3 votes 9 points | 0 votes 0 points | 1 vote 1 point | 40 points |
| 7. Seminars about systemic racism embedded into courses not Black Studies | 4 votes <br> 20 points | 3 votes 12 points | 3 votes 9 points | 0 votes 0 points | 2 votes <br> 2 points | 43 points |
| 8. Not enough exposure for the CBS | 2 votes 10 points | 2 votes <br> 8 points | 2 votes 6 points | 2 votes 4 points | 1 vote 1 point | 29 points |
| 9. Decolonizing the curriculum | 3 votes <br> 15 points | 2 votes <br> 8 points | 5 votes <br> 15 points | 2 votes <br> 4 points | 4 votes <br> 4 points | 46 points |
| 10. Faculty of color and tenure and promotion policies and practices | 3 votes 15 points | 2 votes <br> 8 points | 3 votes <br> 9 points | 4 votes <br> 8 points | 1 vote 1 point | 41 points |
| 11. Inventory of courses on racism and social justice | 5 votes <br> 25 points | 3 votes 12 points | 2 votes 6 points | 1 vote 2 points | 2 votes 2 points | 47 points |
| 12. Accountability, transparency and support of African American students | 4 votes <br> 20 points | 3 votes 12 points | 4 votes <br> 12 points | 0 votes 0 points | 1 vote <br> 1 point | 45 points |
| 13. Student involvement in hiring | 2 votes <br> 10 points | 1 vote 4 points | 4 votes <br> 12 points | 0 votes <br> 0 points | 1 vote 1 point | 27 points |
| 14. Greater financial support for Black and other students of color | 7 votes 35 points | 3 votes <br> 12 points | 1 vote <br> 3 points | 5 votes <br> 10 points | 1 vote <br> 1 point | 61 points |
| 15. Mentorship for Black faculty | 3 votes 15 points | 2 votes <br> 8 points | 2 votes <br> 6 points | 1 vote 2 points | 1 vote <br> 1 point | 32 points |
| 16. Student retention | 8 votes 40 points | 5 votes <br> 20 points | 0 votes <br> 0 points | 1 vote 2 points | 3 votes 3 points | 65 points |
| 17. More bonding between Black and white students | 5 votes <br> 25 points | 4 votes 16 points | 1 vote 3 points | 1 vote 2 points | 0 votes 0 points | 46 points |
| 18. Microaggression | 3 votes 15 points | 0 votes 0 points | 3 votes 9 points | 2 votes 4 points | 1 vote 1 point | 29 points |
| 19. Differential treatment | 2 votes <br> 10 points | 0 votes 0 points | 2 votes <br> 6 points | 2 votes 4 points | 1 vote <br> 1 point | 21 points |

Faculty Senate Ad Hoc Social Justice Committee

| Nominee | Constituency |
| :--- | :--- |
| Elisa Fredericks | Faculty - BUS |
| Biagio Palese | Faculty - BUS |
| Ben Creed | Faculty - EDU |
| Xiaodan Hu | Faculty - EDU |
| David Valentiner | Faculty - LAS |
| Beth McGowan | Faculty - LIB |
| Ismael Montana, Chair | Faculty - LAS |
| Rich Grund | Faculty - VPA |
| Kristen Borre | Instructor - LAS |
| Natasha Johnson | Operating Staff |
| Antonio Johnson | Student |
| Zacery Bills | Student |
| Kendall Thu | FS President, nonvoting |

## Proposed amendment to Faculty Senate Bylaws Article 3.3: Faculty Senate Personnel Committee

The responsibility for coordinating the Faculty Senate Personnel Committee is delegated to the vice provost for faculty affairs. However, that position was inadvertently left off this committee membership roster. This proposed amendment adds that position to the membership roster as a nonvoting member.

In addition, this proposed amendment updates the current title of the vice president for research and innovative partnerships, who also serves on the committee as a nonvoting member.

## Article 3: Standing Committees of the Faculty Senate

### 3.3 Faculty Senate Personnel Committee

3.3.1 Composition All voting members of the Faculty Senate Personnel Committee shall be tenured members of the faculty. The committee shall consist of members chosen as follows:
3.3.1.1 Seven members of the Faculty Senate: one each from the faculty elected to represent the colleges of Business, Education, Engineering and Engineering Technology, Health and Human Sciences, Visual and Performing Arts, and two from among the faculty elected to represent the College of Liberal Arts and Sciences.

These members shall be appointed by the Faculty Senate prior to the selection of other members of the committee and shall serve staggered two-year terms during their membership on the Faculty Senate.
3.3.1.2 One member from each of the following college councils chosen by members of that college council: Business, Education, Engineering and Engineering Technology, Health and Human Sciences, Liberal Arts and Sciences, and Visual and Performing Arts; such members shall not be chosen from the same academic departments as the members selected for the committee from these colleges by the Faculty Senate.
3.3.1.3 One member each from the faculty of the College of Law and the University Libraries chosen by that faculty.
3.3.1.4 The vice provost president for graduate studies and research and innovation partnerships, who shall serve ex officio, and who shall not vote;
3.3.1.5 The vice provost for faculty affairs, who shall serve ex officio, and who shall not vote;
3.3.1.56 The executive vice president and provost, who shall serve ex officio as chair, and who shall not vote.

## Proposed amendment to Faculty Senate Bylaws

 Article 4: Academic Councils and Committees of the UniversityThis proposal is a continued effort to support success for all students. It is important that the IT accessibility officer become an ex officio member to bring a technological lens of equity and accessibility to academic equity gaps and further support retention and persistence of all students.

Additionally, the proposal adds one faculty seat from the University Libraries as a voting member. Library faculty actively support students' research and artistry, which helps to close the academic equity gaps and supports the retention and persistence of all students.

### 4.9 Committee for Academic Equity and Inclusive Excellence (CAEIE)

4.9.1. Composition Membership of the committee shall consist of the following:

Chief Diversity Officer, ex officio, nonvoting;
Director, Center for Black Studies, ex officio, voting;
Director, Center for Latino and Latin American Studies, ex officio, voting;
Director, Center for the Study of Women, Gender, and Sexuality, ex officio, voting;
Director, Center for Southeast Asian Studies, ex officio, voting;
Director, Disability Resource Center, ex officio, voting;
Director, Asian American Studies Certificate, ex officio, voting;
IT Accessibility Officer, ex officio, voting;
Representative from the Office of the Vice Provost for Undergraduate Academic
Affairs, nonvoting;
Representative from the Division of Student Affairs, nonvoting;
Representative from the Office of Student Engagement and Experiential Learning;
One faculty member from each degree-granting college and from University
Libraries, voting;
Director, Testing and Academic Affairs Research Support, ex officio, nonvoting;
One supportive professional staff member, voting;
One curricular associate dean, nonvoting;
One undergraduate and/or graduate student, voting.

Faculty and staff members shall be appointed to serve three-year staggered terms beginning in the fall semester, not to exceed two consecutive terms. All other members, or their designees, shall serve continuous terms. Members shall be appointed by the Provost.

## Proposed amendment to Faculty Senate Bylaws

Article 4: Academic Councils and Committees of the University

There is a consistent problem getting a full slate of student representatives on the Baccalaureate Council and the General Education Committee. These proposed amendments address this issue, giving the student advisory committees priority for nomination, consistent with the existing bylaw. If this process fails to seat all of the student representatives for the Baccalaureate Council or the General Education Committee, the proposed amendment language would govern.

This is consistent with NIU's mission of having student voices participate as voting members in the shared governance process.

## ARTICLE 4: <br> ACADEMIC COUNCILS AND COMMITTEES OF THE UNIVERSITY

### 4.5 Baccalaureate Council

### 4.5.1 Composition

### 4.5.1.2 Student Representation

Student members shall be selected by the Baccalaureate Council from:
(A) There shall be one undergraduate student member from each college. This representative shall serve a one-year, renewable term beginning at the start of the fall semester and ending at the start of the succeeding fall semester. Each department granting undergraduate degrees shall nominate one undergraduate student from its department to the college student advisory committee (SAC) which shall select the college representative. An annual fall deadline will be set to facilitate the nomination from each college's SAC. If the SAC nomination deadline passes without reaching the maximum representation of seven students,
(B) Then, the Baccalaureate Council may nominate students, from across undergraduate degree-granting colleges, to sit on the committee. If the Baccalaureate Council nominates a student from a college, the SAC from that college can no longer select a college representative.
(BC) If the above selection procedures do not produce a minority student, or a non-traditional student, the president of the Student Government

Association or Baccalaureate Council shall appoint such a student as a voting member.
(D) The total number of students to sit on the Baccalaureate Council shall not be greater than seven, one from each college and a student as defined by item C .

### 4.6 Standing Committees of the Baccalaureate Council

### 4.6.2 General Education Committee

### 4.6.2.1 Composition

## (B) Student Representation

Student members shall be selected by the General Education Committee from:

1. Three student members shall be selected by the General Education Committee from mNominees submitted by the student advisory committees (SAC) of the undergraduate degree-granting colleges. An annual fall deadline will be set to facilitate the nomination from each college's SAC.
2. No more than one student shall be appointed from any college. If the SAC nomination deadline passes, without reaching the maximum representation of three students, then the General Education Committee may nominate students, from across undergraduate degree-granting colleges, to sit on the committee. If the General Education Committee nominates a student from a college, the SAC from that college can no longer select a college representative.

The total number of student members selected to sit on the General Education Committee, from the nominees recruited directly by the committee and the nominees submitted by the student advisory committees, shall not be greater than three students.

Dean of the Graduate School and Associate Vice President for International Affairs
Chair: Fred Barnhart, Libraries
Constituencies to be represented:

1. Staff member from international affairs
2. Staff member from Graduate School
3. Two student members, both graduate students and at least one international student
4. Seven faculty members, one from each college, to represent
a. PhD programs
b. Master's programs
c. Professional doctorates
d. Faculty Senate
e. Graduate Council
5. One administrative member, representing Vice Provost/Associate Vice President group
6. One member from Faculty Senate to represent shared governance and act as liaison to faculty senate

Process for selecting members: I suggest that we seek a pool of 3-5 nominations from each college. I will then select members to achieve a diverse committee that represents all faculty ranks.

## Questions for discussion

- Why is having a Strategic Plan for higher education in Illinois important to you? What do you hope it accomplishes?
- What questions do you think the Strategic Plan needs to answer?
- What does success in the higher education system look like 5 years from now (2025)? 10 years from now (2030)?
- What would it take to close equity gaps in higher education attainment?
, MBHE

