

FACULTY SENATE MEETING
October 31, 2022

Members present: Ryan Alverson, Terrance Anderson, Kalyani Ankem, Rachael Banks, Janel Bloch, George Carpten, Michael Carrell, Ronnie Chamberlain, David Childs, Christine Curran, Michael DiCicco, Jacqueline Emerine, Irene Encarnacion, John Farrar, Richard Fox, Kathleen Fuegen, Steven Gores, William Herzog, Lisa Holden, Doug Hume, Stephen Johnson, Boshra Karimi, Ken Katkin, Edward Kwon, Isabelle Lagadic, Kajsa Larson, Christopher Lawrence, Kevin Lotz, Phil McCartney, Michael Providenti, Chari Ramkumar, Robert Salyer, Patrick Schultheis, Brittany Sorrell, Sandra Spataro, Laura Sullivan, Zach Wells, Darren Wilson

Members absent: Tracey Bonner, Olu Ekundayo, Jennifer Kinsley, Andrea Lambert South, Kimberly Yates

Guests: Michael Baranowski (Faculty Regent), Sara Conwell (Staff Congress Representative), Grace Hiles (Faculty Senate Office), Lori Southwood (Chief Human Resources Officer), Jeremy Alltop (Vice President of Administration & Finance/CFO), Alar Lipping, Holly Riffe, Danielle McDonald, Joe Cobbs, David Agard, Susan Brudvig, Brandelyn Tosolt, Eric Jackson, Shauna Reilly, Laura Urbanski, Kristi Horine, Nancy Campbell, Lois Schultz, Karen Vietz, Scott Nutter, Jill Snider, Amal Said, Bethany Bowling, Shawn Nordheim, Cecile Marczynski, Cori Henderson, Dolores White, Vicki Cooper, Gabe Sanders, Maureen Doyle, Bridget Nichols, Eileen Weisenbach Keller, Hassan HassabElnaby, Hilary Landwehr, Ursula Doyle, Madhura Kulkarni, Pete Rinto, Sarah Thomas, Kimberly Code, Eddie Howard, Emily Detmer-Goebel, Erin Strome, Dirk Grupe, Yaw Frimpong-Mansoh, Brooke Buckley, Diana McGill, Jason Vest, Aprile Conrad Redden, Jenny -, Caryn -, Kim -

Call to Order, Adoption of Agenda

The meeting was called to order by Senate President John Farrar at 3:04 pm with a quorum present. A proposed Senate resolution on NKU's repositioning will be added to the agenda under New Business.

Guests to the meeting are reminded to please sign in.

Approval of Minutes

The minutes of September 26, 2022 were approved.

Guest Reports:

- **President (Ashish Vaidya):**
 - He summarized the activities that have occurred since the October 6 Financial and Strategic Update presentation where the Repositioning plan was outlined. These included approximately 50 listening sessions, held virtually or in-person, with over 700 individuals attending. He appreciates the candid feedback that has been provided.
 - The Repositioning website has some additional information on the Academic Commons and a FAQ page, which will be updated as needed.
 - The next Board of Regents (BOR) meeting is November 9. There will be morning presentations and the BOR will be asked to approve three action items: 1) revised FY23 budget (seeking \$10M from reserves); 2) a voluntary faculty separation plan; and 3) reorganization plan (not including Academic Commons).
 - In response to questions, comments, and concerns:

- There will be a special BOR in December to discuss the charter school authorization. This is a board decision.
 - There are challenges that are being uncovered as a result of a much decentralized organization, and NKU also has a long history of a carry-forward process. Checks and balances will be put into place to prevent a future budget situation. Senate and other groups will be part of those discussions.
 - Other matters addressed include NKU needing more visibility, AP (Accelerated Online Programs), accountability, and the Young Scholar's Academy (YSA).
- **Provost (Matt Cecil):**
 - The listening sessions have been enlightening, and an opportunity to get to know more faculty and staff.
- **Faculty Regent (Michael Baranowski):**
 - He has been contacted by a number of faculty with comments and concerns prior to the BOR meeting next week. He appreciates all the feedback as he wishes to represent the faculty as best he can.
- **Staff Congress Representative (Sara Conwell):**
 - Vicki Cooper, Records and Information Manager/Steely Library, was elected President-Elect.
 - President Vaidya, Provost Cecil, and VP of Administration & Finance/CFO Alltop conducted a listening session at SG's last meeting. Discussion included the possible reduction in staff, although the administration will look to move staff affected into vacant positions, if possible.
 - Adult Learner Week is November 7-11. Swag is needed for Family Boxes that will be mailed to NKU's student-parents. FlipGrid videos will also be shared with adult learners – if anyone was an adult learner or if your office/unit provides services to NKU's adult learner population, please consider providing a testimonial. Please contact Sara Conwell at conwells1@nku.edu if you have questions.
- **Separation Incentive (Lori Southwood, Chief Human Resources Officer):**
 - Lori provided a slide presentation overview (see attached) of the voluntary separation incentive. There will be a website dedicated to this program between November 10th and the 14th. As a voluntary program, tenured or tenure-track faculty are not required to apply, or will be prohibited/penalized for applying. Also, retirement paperwork is not required.
 - In response to questions, comments, and concerns:
 - The basis for decisions is strictly if there will be a cost-savings for the university. They are working on dean guidelines; there will be a tiered approach so that multiple administrator levels will review the applications.
 - The health care cost is not negotiable.
 - The FAQ page on the website will be updated regularly in order to provide support for those considering an application. While HR can assist with the health care transition, they are not able to offer tax advice.
 - Other universities with similar plans were reviewed prior to NKU's plan.
 - Additional matters addressed included concern over faculty who apply but then withdraw the application or are not approved, what the cost-savings will be reallocated for, and how this plan overall will impact the scholarly community.

Officer Reports:

- **Senate President** (John Farrar):
 - There are a number of elections coming up. An email is forthcoming with the specific committee positions that are open.
 - As the university moves from listening to the implementation stage of repositioning, it's critical that diverse faculty voices are heard. Also, tenure must continue to be protected and those of us with tenure must try to protect those colleagues not tenured during this current challenge.
 - Faculty compensation continues to be a priority and it is an issue that should not be neglected; appropriate compensation is an investment and not a cost.

- **Vice President** (Kalyani Ankem):
 - No report.

- **Secretary** (Laura Sullivan):
 - No report.

- **Faculty Advocate** (Phil McCartney):
 - The administration must explain how NKU arrived in this precarious financial situation. Was there no warning or were there warnings that were not heeded? What consequences for the administration should there be for making decisions that proved to be financially detrimental and what changes should take place to ensure that such decisions are not repeated?
 - Has the administration identified the source or sources of the budget problems, and put procedures/processes in place to see that such problems do not happen again? If so, when will that information be shared with the university community?
 - Have BOR members been adequately informed about the university's finances?
 - Enhancing the role of collegial governance of the university has long been a priority of the NKU faculty. Given that until very recently, the Deans, Department chairs, and the Faculty Senate have not been involved in formulating a plan to address the current financial problems, what is the administration's commitment to collegial governance of the university?
 - Many faculty believe that for many years, NKU's administration has made decisions without input from faculty, or has rejected faculty input. In many cases, the consequences of such decisions have worked to the detriment of the university's mission being fulfilled.
 - Of course, the faculty want to move forward, but also want to see a significant change in the way decisions are made at NKU that have left us in our current financial crisis.
 - There are three problems:
 - The refusal by the administration to explain in detail how the budget shortfall happened.
 - That the administration was taken by surprise by the financial trouble indicates a lack of attention to their fundamental responsibility of financial stewardship.
 - The "spin" put on the financial situation by the administration by describing undesirable changes as a "repositioning" designed to benefit students is a misrepresentation. In fact, highly valued NTTR and part-time faculty will be lost, and students will find increased class sizes undermining the "up close and

personal” attention they need. Why should students decide to enroll at NKU if classes are too large for them to get the help they need?

- Going forward: As an institution, “NKU can do it all.” We can offer appropriate opportunities for students at many different levels of preparation. Branding NKU must take place to make NKU attractive to the region’s best academically prepared high school students. NKU has faltered badly by not successfully recruiting the best academically prepared students in our region. Offering merit-based academic scholarships that are competitive with those available at other Kentucky universities must be a priority. Merit scholarships should be awarded very judiciously to individuals who are regarded as “impact players” academically. Awards to prospective incoming students should be based upon recommendations from NKU academic departments and should consider the courses taken, ACT and/or SAT scores, letters of recommendation, and the results of interviews/conversations with the applicants. Students who receive merit scholarships should have their academic progress at NKU closely monitored and high standards of achievement should be required for the continuation of merit scholarship awards.

Committee Reports:

- **University Curriculum Committee** (Richard Fox):
 - They plan to remove 5xx courses from the undergraduate catalog which are graduate-level only. A mechanism will be set up for departments to request this.
 - Responsibility for approving a focus is currently with the student's major's chair/advisors. This will be shifting to the department that owns the classes. They might be able to use this to allow students to take a more diverse set of courses in the form of a multidisciplinary focus. The committee is continuing to discuss this.
 - This meeting’s week is canceled due to a lack of curricular items.
- **Budget** (Janel Bloch):
 - The committee had a listening session on the budget at their last meeting and also received more details about actual deficit amounts.
 - The committee will be preparing the faculty budget survey for input into next year’s budget process.
- **Benefits** (Mike DiCicco):
 - The committee is presently reviewing the Faculty Development Awards applications.
- **Professional Concerns** (Kathleen Fuegen):
 - The PCC will discuss at its next meeting specific ways that the Faculty Senate should be responding to the budget crisis. Collegial governance happens through faculty bodies. It is important for faculty bodies such as the Senate to be involved in ongoing conversations about the budget.
 - The PCC voted to include language in the Faculty Handbook that explicitly states that conversations between faculty members and the Faculty Advocate regarding reappointment, promotion, and tenure matters, performance review, and grievances are confidential.

- **TEEC** (Chris Lawrence):
 - The committee developed a new set of questions for the new course evaluation system, Explorance Blue.
- **General Education Committee** (Andrea Brooks):
 - The committee is currently collecting artifacts in two categories for assessment.

New Business (John Farrar):

- Discussion item, proposed amendments to the Faculty Senate Constitution (2 attachments)
 - Due to time, this item will be postponed to a future meeting.
- Voting item, Faculty Senate draft statement on NKU Repositioning, October 31, 2022 (see attached). This item, added to today's agenda, is in response to the current budget situation and a statement that reinforces key faculty values, including the importance of collegial governance at NKU, prioritizing student success, protecting faculty, and seeking a full accounting of the budget shortfall.
 - Discussion ensued in support of the statement, with some additional changes proposed to the draft. Without a quorum, however, it was agreed that the draft be taken back to Senator's departments for feedback. Further discussion and a vote on the resolution will take place at the November Senate meeting.

Old Business:

- Opt-in or opt-out for Canvas observer access for advisors?
 - This issue will be moved to a future Senate meeting.

Announcements (John Farrar):

- The deadline for benefits open enrollment is November 11.

Adjournment

The meeting was adjourned at 5:26 pm.

Respectfully submitted,

Laura A. Sullivan
Secretary

CONSTITUTION OF THE FACULTY SENATE NORTHERN KENTUCKY UNIVERSITY

- approved by the Faculty Senate on November 28, 2016 -
- approved by the General Faculty on January 23, 2017 -
- approved by the Board of Regents on March 15, 2017 -

ARTICLE I. FUNCTIONS AND PURPOSES

- A. The Faculty Senate is the official representative body of the General Faculty of Northern Kentucky University.
- B. The purposes of the Faculty Senate are to:
 - 1) Provide a forum for the faculty to propose policy and to discuss all matters relating to the wellbeing of the University.
 - 2) Allow the faculty to participate effectively in the enactment of university policies.
 - 3) Conduct studies deemed essential to the progress of the University.
 - 4) Evaluate university policies, programs, and practices and recommend such improvements as seem warranted.
- C. As the representative of the General Faculty, the Senate shall be a counselor to the University president in matters of faculty concern. When the University president disagrees with a recommendation of the Senate, ~~he/she may request~~ the Senate may be requested to reconsider its decision at its next regular meeting or at a special meeting called for that purpose. The University president or ~~his/her~~ designee shall provide the Senate with the reasons for ~~the his/her~~ disagreement. The Senate shall reconsider its decision, giving due weight to the University president's reasons. If the Senate and University president cannot agree, the University President, at the request of the Senate, shall report the Senate's views to the Board of Regents.

ARTICLE II. POWERS

- A. The General Faculty assembled in meeting has all powers necessary to implement the functions enumerated in ARTICLE I.
- B. All powers of the General Faculty are exercised through the Faculty Senate, except as limited by ARTICLE VIII, B and H.

ARTICLE III. MEMBERSHIP

- A. The General Faculty shall consist of all tenured ~~and~~ tenure-track faculty, - and full-time, non- tenure track renewable faculty. Full-time librarians employed in faculty positions are part of the General Faculty.
- B. For the purpose of election to, and service on, the Faculty Senate, ~~the~~ Faculty is

defined as General Faculty who spend 25% or less of their time in an administrative appointment and who have held a faculty appointment for at least one academic year before assuming a Senate seat.

C. Part-time faculty may have three at-large voting members of the Faculty Senate elected from nominees of current part-time faculty. Part-time faculty with one academic year of service are eligible for election to Faculty Senate. Election to Faculty Senate is not a guarantee of continuing employment.

D.

~~E.~~ All questions of eligibility for the senate membership shall be resolved by the Executive Committee of the Faculty Senate.

Commented [JF1]: Include Adjunct here also? According to the Handbook, technically adjunct faculty are paid more than 50% by non-University funds. PT does not equal adjunct, though that is the common vernacular.

Commented [JF2]: Three is a more or less random number. It gives a voice, but not much real power. I looked into trying to be representative (by college for instance), but couldn't come up with anything that made sense to me.

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ARTICLE IV. ELECTION OF MEMBERS

A. All members of the General Faculty are eligible to vote in Faculty Senate elections.

~~A.~~

B. Members of the Faculty Senate shall be elected as follows:

1) The Senate consists of representatives from each department, ~~and~~ at-large representatives of the colleges and schools, and at-large representatives of part-time faculty. (In further descriptions, any reference to ~~college department~~ shall also refer to *school*.) For election purposes, Learning PLUS, First Year Programs, and Honors shall be considered a single department not affiliated with a college ~~or school~~. The Stealy Library faculty shall be given the same status as a college for voting purposes. The College of Law, including the Law Library, shall be considered an academic college. It shall be entitled to one Senator plus additional Senators as determined by the Executive Committee. Any ~~p~~Professional ~~c~~Colleges which may be added to the University in the future shall be treated in a similar fashion. Graduate Programs shall be entitled to one Senator, chosen by a vote of the graduate faculty in an election conducted by the Graduate Council. Only full-time faculty who have taught at least one graduate course in the preceding two semesters are eligible to serve as the Graduate Programs representative.

2) The number of at-large Senators from each college shall be proportional to the General Faculty~~total faculty~~ as determined by the Executive Committee by September 15th of each year based on the Fall Semester faculty roster. For purposes of calculating numbers of Senators, only faculty eligible to vote for Senators shall be counted. Department Senators shall make up 2/3 of the Senate and shall be seated immediately upon the formation of a new academic department for their specified term of office. The total number of at-large Senators shall be adjusted to make-up 1/3 of the Senate and shall be elected in the normal elections cycle. Deviations from the 2/3 department, 1/3 at-large representational ratio shall be corrected through the normal elections cycle.

- 3) Within each college, every department or school elects one Senator. Eligible colleges elect additional Senators to fill out their allocations of at-large Senators.
- 4) All Senators shall serve for two-year terms, with approximately one-half being elected each year. The term of office shall run from July 1st through June 30th.
- 5) Election of faculty Senators other than those elected by departments shall be presided over by the Elections Committee of the Faculty Senate.

6) By no later than the tenth week of the Fall semester, those departments whose Senator's term shall expire on June 30th ~~of the next calendar year~~ shall elect, ~~from those not already elected to the Faculty Senate,~~ a representative from among their faculty. One may not serve concurrently as both an at-large Senator and as a departmental Senator.

7) By no later than the twelfth week of the Fall semester, the Elections Committee shall provide all eligible faculty members with ballots listing those faculty members within their college who, in writing, have consented to stand for election to the Faculty Senate as an at-large Senator. Each eligible faculty member may vote for as many candidates as there are available seats in ~~his/her~~ their college. The Elections Committee shall tabulate the ballots and submit the results to the Faculty Senate by the December meeting of the Faculty Senate.

8) ~~All newly elected senators shall assume office on July 1st.~~ Vacancies

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a) Vacancies of one semester or more in departments shall be filled by a vote of the ~~ir~~ respective faculty. Notification of the results shall be made in writing to the president of the Faculty Senate.

b) Vacancies of one semester or more in at-large ~~positions or part-time~~ Senators shall be filled from the election results of the most recent election ~~of~~ that respective constituency college. In case of a tie the selection shall be by a coin flip conducted by the Chair of the Elections Committee in the presence of the tied candidates. If no candidates are available from that ~~college constituency,~~ then the position shall remain vacant until the next regular election.

c) Vacancies of less than one semester shall be filled by the absent Senator appointing an alternate with consultation of the president of the Faculty Senate. This alternate must be a full-time faculty member from the same constituency the absent Senator was elected to represent.

~~d) Vacancies of one semester or more shall be filled through a special election.~~

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d)

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ARTICLE V. OFFICERS

- A. The Officers of the Faculty Senate shall be the President, Vice President, Secretary, Faculty Advocate, and the Chairpersons of all standing committees elected as provided herein. The Vice President shall serve as presiding officer in the absence of the President.
- B. Ex Officio, non-voting Officers of the Faculty Senate shall be the Faculty Regent, Parliamentarian, and Chairperson of the Graduate Council. Other Officers, if not serving as a Senator, shall have a vote in Senate.
- C. The Officers of the Faculty Senate shall serve in their respective positions as the officers of the General Faculty.

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D. Officers serve at the pleasure of the Faculty Senate. An officer may be removed by a two-thirds vote of Senators present and voting. Any vacancy created by the removal or resignation of an officer should be filled by special election of the Faculty Senate

- E. The President of the Faculty Senate shall serve as the Grand Marshall of the University. The Chase College of Law selects its own Grand Marshall.
- F. The President of the Faculty Senate, upon assumption of office, shall serve as representative of the General Faculty to the Senate. The departmental, independent program, or college membership vacancy created shall be filled in accordance with Article IV, section C.B.1.
- F.G. All full-time, tenured faculty are eligible to run for the position of Faculty Advocate.

ARTICLE VI. ELECTION OF OFFICERS

- A. Before the first meeting of the Spring Semester, the incumbent President of the Faculty Senate shall call ~~and preside at~~ a special session with the sole purpose to elect Faculty Senate officers, except the Faculty Advocate, for the next session beginning on July 1. All Senators serving in the next session, including newly elected Senators and those whose terms do not expire at the end of the current Senate session are eligible to vote. The Elections Committee will conduct and preside over the election. - of the newly elected senators and senators whose terms do not expire at the end of the current Senate session. The purpose of this special meeting is to elect Faculty Senate officers for the next session. Nominations may be submitted to the incumbent President of the Faculty Senate prior to the special meeting or may be made from the floor during the meeting. Terms of office shall be for one year. ~~A session for the Faculty Senate and its officers begins on July 1st.~~ Officers must meet the Senate membership requirements as specified in ARTICLE III, but do not have to be Senators.
- B. ~~Before the final meeting of~~ During the Spring Semester ~~and before the final meeting of the Senate,~~ the Elections Committee shall conduct an election of the General Faculty to choose the Faculty Advocate for the following year. The Elections Committee shall issue a call for nominations at least one month before the election. All full-time, tenured faculty are eligible to run for the position of Faculty Advocate.

ARTICLE VII. COMMITTEES

There shall be seven standing committees of the Faculty Senate: the Executive Committee; the Budget Committee; the University Curriculum Committee; the Faculty Benefits Committee; the Teaching Enhancement and Effectiveness Committee; the Professional Concerns Committee; and the General Education Committee. ~~Departments and Colleges shall determine which faculty serve on these standing committees.~~

- A. The Budget Committee, University Curriculum Committee, Faculty Benefits Committee, and Professional Concerns Committee ~~may~~ include one ~~elected~~ representative from each academic department or school, or independent program ~~elected by the faculty of the department or school.~~ Independent academic programs

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may, upon approval of the Executive Committee, elect an additional representative to the University Curriculum Committee, not already represented by a senator.

- B. The General Education Committee (GEC) and The Teaching Effectiveness and Enhancement Committee (TEEC) shall consist of at least one member from each College. Representatives shall be chosen by the Faculty Senate President in consultation with the Senate Executive Committee membership are chosen according to their respective bylaws and approved by the Faculty Senate Executive Committee. At a minimum, there will be at least one member from each College.
- C. The Executive Committee shall consist of the officers of the Faculty Senate, including ex officio officers, and it shall be chaired by the President of Faculty Senate.
- D. Reassigned time or stipends shall be allotted to the following members of the Executive Committee:

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President – 50% reassigned time
Curriculum Chair – 25% reassigned time
Faculty Benefits Chair – 25% reassigned time
Professional Concerns Chair – 25% reassigned time
Budget Committee Chair – 25% reassigned time
General Education Committee Chair – 25% reassigned time
Teaching Enhancement and Effectiveness Committee Chair – 25% reassigned time
Faculty Advocate – 25% reassigned time
Vice President – stipend (amount set by Provost)
Secretary – stipend (amount set by Provost)
Parliamentarian – stipend (amount set by Provost)

E. The following duties shall be the specific responsibilities of the Executive Committee:

- 1) It shall function as the official representative body of the faculty when the Faculty Senate is not in session and may take whatever emergency action it deems necessary. Such action shall be presented for approval to the Faculty Senate at its next regular meeting.
- 2) It shall cause matters approved by the Faculty Senate to be conveyed to the president of the University for appropriate action, and shall report the action taken to the Faculty Senate.
- 3) It shall serve as a committee on committees to work with the administration in forming university committees and in appointing their membership when appropriate.
- 4) It shall receive the written reports of the committees of the Faculty Senate.
- 5) It shall refer such matters as are designated by the Faculty Senate for action by the appropriate committee.
- 6) It shall prepare the agenda for meetings of the Faculty Senate. Committee recommendations intended for Senate action shall be so designated on the agenda.
- 7) It shall insure that nominations and elections are carried out as specified in the Constitution.

~~F.F.~~ The following duties shall be the specific responsibility of the Budget Committee:

- 1) It shall review, analyze, receive updates on, recommend and report to the Faculty Senate on all matters pertaining to the budget, including the following:
 - a) The Council on Postsecondary Education's (CPE) biennial budget development process and the University's input into it, including the

CPE's capital and operating recommendations for funding NKU and each of the public institutions.

- b) The University's annual operating budget in at least the preliminary, intermediate and final stages of its development.
 - c) Salary data relating to the university salary policy and appointment.
 - d) Major capital expenditure proposals submitted by the administration.
- 2) It shall serve as an advisory board to the Executive Committee and our representative to the Coalition of Faculty Senate Leadership (COSFL) to ensure that faculty interests are represented by COSFL at the state level.
- G. The following duties shall be the specific responsibility of the University Curriculum committee.
- 1) It shall make recommendations to the Faculty Senate, and through it to the University administration, in all areas of curriculum policies and procedures and curriculum-related definitions with the exception of those policies and procedures that fall under the purview of the Chase College of Law.
 - 2) It shall periodically review, evaluate, and make recommendations concerning such policies and procedures. In examining proposals it shall apply criteria including pedagogy, academic quality, staffing, and available resources.
 - 3) Recommendations of the University Curriculum Committee do not require full Faculty Senate approval except for changes to the general education program (including new general education courses), new programs, substantive program changes and changes to the UCC bylaws. No curriculum changes may be made without approval by the regular curriculum process.
- H. The following duties shall be the specific responsibility of the Faculty Benefits Committee:
- 1) It shall review, evaluate, and make recommendations concerning those policies, procedures, and programs related to faculty benefits; such as those policies dealing with insurance, retirement, salary schedules, academic leaves, summer fellowships, institutional project grants, deferred compensation, the credit union, travel allowance, and reassigned time.
 - 2) It shall process applications of and make recommendation on candidates for Faculty Sabbatical Leaves, Faculty Project Grants, Faculty Summer Fellowships and other programs assigned by the Faculty Senate.
- I. The following duties shall be the specific responsibility of the General Education Committee:
- 1) It shall review, evaluate, and recommend General Education policies, including oversight, revisions to, and assessment of the General Education Program.
- J. The following duties shall be the specific responsibility of the Professional Concern Committee:

- 1) It shall provide a forum for the faculty to propose policy and to discuss all matters relating to the wellbeing of the University.
- 2) It shall review, evaluate, and make recommendations concerning policies relating to the general academic and professional concerns of the faculty, both full and part-time.
- 3) It shall review, evaluate, and make recommendations regarding all policies procedures and practices related to governance of the university.

K. The following duties shall be the specific responsibility of the Teaching Enhancement and Effectiveness Committee:

- 1) It shall review, evaluate, and recommend policies regarding the evaluation and enhancement of teaching.
- 2) It shall review, evaluate, and recommend student policies regarding all matters of concern to the faculty.

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L. Elections Committee

- 1) No later than September 20 of each year, the president of the Faculty Senate shall appoint a member of the general faculty from each college offering degrees to constitute an Elections Committee.
- 2) Members of the Election Committee may not be candidates for election to the Faculty Senate.
- 3) The Elections Committee shall preside over all elections sponsored by the Faculty Senate.

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ARTICLE VIII. FACULTY ADVOCATE

A. The following duties shall be the specific responsibility of the Faculty Advocate:

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- 2)1) ~~P~~He or she shall provide assistance in resolving faculty complaints and concerns. Consultations with the Faculty Advocate when providing this assistance is not a breach of confidentiality for the faculty member or Faculty Advocate.
- 3)2) ~~H~~e or she shall ~~e~~Consult with faculty from each department and school on campus throughout the year in order to better understand faculty concerns. These consultations shall remain confidential unless faculty agree to waive confidentiality.
- 4)3) ~~H~~e or she shall ~~m~~Make policy recommendations to the Executive Committee as appropriate, while at all times maintaining the confidentiality of ~~his or her~~ interactions with individual faculty, unless faculty agree to waive confidentiality.
- 5)4) ~~H~~e or she shall ~~M~~Meeet with appropriate administrators as needed.

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~~NN. No later than September 20 of each year, the president of the Faculty Senate shall appoint a member of the general faculty from each college offering degrees to~~

~~constitute an Elections Committee. Members of the Election Committee may not be candidates for election to the Faculty Senate. This committee shall preside over all elections sponsored by the Faculty Senate.~~

ARTICLE VIII. MEETINGS

- A. The ~~G~~general ~~F~~faculty shall meet as appropriate; the meeting to be convened by the President of the Faculty Senate, the President of the University, the Provost, or the Executive Committee of the Faculty Senate.
- B. Should a petition, signed by at least 10 percent of the General Faculty as exhibited on the official roster, requesting a meeting of the General Faculty and indicating proposed items of business be filed with the President of the Faculty Senate, the Executive Committee shall call a meeting of the General Faculty to consider those matters. Such a meeting shall be held not later than fourteen calendar days, exclusive of holidays, from the filing date of the petition. The filing of a petition challenging

Senate action shall be interpreted as a declaration that the General Faculty is asserting its jurisdiction.

- C. No meeting of the General Faculty called by the Executive Committee shall be held unless an agenda prepared by that committee is distributed to all members of the General Faculty at least five business days prior to the meeting date.
- D. The Faculty Senate shall meet at least once each month during the academic year, unless deemed unnecessary by the Executive Committee. Special meetings may be called at any time during the course of the year, including the summer, by the President of the Faculty Senate or its Executive Committee. Regular meetings shall ordinarily be on the fourth Monday of each month; emergency changes of date may be made by the Executive Committee.
- E. The Executive Committee shall appoint a temporary chairperson should neither the President nor the Vice-president be in attendance.
- F. All meetings of the Faculty Senate shall be open to the University community. Any member of the General Faculty present shall receive floor privileges upon request; however, these privileges shall not include the right to introduce or second motions or to vote. Other members of the academic community may be granted floor privileges with the same restrictions by a majority vote of the Senate. Only duly elected senators or their designated alternates in attendance may introduce or second motions or vote.
- G. Agenda items and supporting information shall be submitted to the Executive Committee at least fourteen calendar days prior to the scheduled Senate meeting. Items may also be placed on the agenda by the Executive Committee on its own motion of any member of the Senate, or by petition signed by at least ten members of the ~~general~~ General faculty-Faculty at least five business days in advance of the Faculty Senate meetings.
- H. Minutes of the previous meeting of the Faculty Senate and an agenda for the next meeting shall be distributed to all members of the Faculty Senate at least five business days prior to the subsequent Senate meeting. A second copy shall be sent to each senator for posting and review by all faculty. Actions of the Faculty Senate shall become final fourteen calendar days, exclusive of holidays, following the official distribution of said minutes, unless the General Faculty asserts its jurisdiction.

ARTICLE IX. FACULTY REGENT

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edition) shall govern the conduct of the meetings.

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A quorum for a Faculty Senate meeting shall be 50 percent of its members.

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Each standing committee shall maintain its own bylaws. All amendments are subject to the approval of Faculty Senate.

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The invalidation of any portion of this constitution shall not affect the validity of any other portion of the constitution.

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This constitution becomes effective upon approval by the Board of Regents and becomes part of the Faculty Policies and Procedures ~~Manual~~ Handbook.

ARTICLE XV. AMENDMENTS

This constitution may be amended at any meeting of the General Faculty by a two-thirds majority of those present and voting, provided the proposed amendment was included in the agenda and was available to the members of the General Faculty for one week prior to the meeting. The approved amendment becomes operative upon ratification by the Board of Regents.

CONSTITUTION OF THE FACULTY SENATE NORTHERN KENTUCKY UNIVERSITY

- approved by the Faculty Senate on November 28, 2016 -
 - approved by the General Faculty on January 23, 2017 -
 - approved by the Board of Regents on March 15, 2017 -
-

ARTICLE I. FUNCTIONS AND PURPOSES

- A. The Faculty Senate is the official representative body of the General Faculty of Northern Kentucky University.
- B. The purposes of the Faculty Senate are to:
 - 1) Provide a forum for the faculty to propose policy and to discuss all matters relating to the wellbeing of the University.
 - 2) Allow the faculty to participate effectively in the enactment of university policies.
 - 3) Conduct studies deemed essential to the progress of the University.
 - 4) Evaluate university policies, programs, and practices and recommend such improvements as seem warranted.
- C. As the representative of the General Faculty, the Senate shall be a counselor to the University president in matters of faculty concern. When the University president disagrees with a recommendation of the Senate, the Senate may be requested to reconsider its decision at its next regular meeting or at a special meeting called for that purpose. The University president or designee shall provide the Senate with the reasons for the disagreement. The Senate shall reconsider its decision, giving due weight to the University president's reasons. If the Senate and University president cannot agree, the University President, at the request of the Senate, shall report the Senate's views to the Board of Regents.

ARTICLE II. POWERS

- A. The General Faculty assembled in meeting has all powers necessary to implement the functions enumerated in ARTICLE I.
- B. All powers of the General Faculty are exercised through the Faculty Senate, except as limited by ARTICLE VIII, B and H.

ARTICLE III. MEMBERSHIP

- A. The General Faculty shall consist of all tenured and tenure-track faculty, and full-time, non-tenure track renewable faculty. Full-time librarians employed in faculty positions are part of the General Faculty.
- B. For the purpose of election to and service on the Faculty Senate, faculty is

defined as General Faculty who spend 25% or less of their time in an administrative appointment and who have held a faculty appointment for at least one academic year before assuming a Senate seat.

- C. Part-time faculty may have three at-large voting members of the Faculty Senate elected from nominees of current part-time faculty. Part-time faculty with one academic year of service are eligible for election to Faculty Senate. Election to Faculty Senate is not a guarantee of continuing employment.
- D. All questions of eligibility for the senate membership shall be resolved by the Executive Committee of the Faculty Senate.

ARTICLE IV. ELECTION OF MEMBERS

A. All members of the General Faculty are eligible to vote in Faculty Senate elections.

B. Members of the Faculty Senate shall be elected as follows:

1) The Senate consists of representatives from each department, at-large representatives of the colleges and schools, and at-large representatives of part-time faculty. (In further descriptions, any reference to *department* shall also refer to *school*.) For election purposes, Learning PLUS, First Year Programs, and Honors shall be considered a single department not affiliated with a college. The Steely Library faculty shall be given the same status as a college for voting purposes. The College of Law, including the Law Library, shall be considered an academic college. It shall be entitled to one Senator plus additional Senators as determined by the Executive Committee. Any professional colleges which may be added to the University in the future shall be treated in a similar fashion. Graduate Programs shall be entitled to one Senator, chosen by a vote of the graduate faculty in an election conducted by the Graduate Council. Only full-time faculty who have taught at least one graduate course in the preceding two semesters are eligible to serve as the Graduate Programs representative.

2) The number of at-large Senators from each college shall be proportional to the General Faculty as determined by the Executive Committee by September 15th of each year based on the Fall Semester faculty roster. For purposes of calculating numbers of Senators, only faculty eligible to vote for Senators shall be counted. Department Senators shall make up 2/3 of the Senate and shall be seated immediately upon the formation of a new academic department for their specified term of office. The total number of at-large Senators shall be adjusted to make-up 1/3 of the Senate and shall be elected in the normal elections cycle. Deviations from the 2/3 department, 1/3 at-large representational ratio shall be corrected through the normal elections cycle.

3) Within each college, every department or school elects one Senator. Eligible colleges elect additional Senators to fill out their allocations of at-large Senators.

4) All Senators shall serve for two-year terms, with approximately one-half being

elected each year. The term of office shall run from July 1st through June 30th.

5) Election of faculty Senators other than those elected by departments shall be presided over by the Elections Committee of the Faculty Senate.

6) By no later than the tenth week of the fall semester, those departments whose Senator's term shall expire on June 30 shall elect a representative from among their faculty. One may not serve concurrently as both an at-large Senator and as a departmental Senator.

7) By no later than the twelfth week of the fall semester, the Elections Committee shall provide all eligible faculty members with ballots listing those faculty members within their college who, in writing, have consented to stand for election to the Faculty Senate as an at-large Senator. Each eligible faculty member may vote for as many candidates as there are available seats in their college. The Elections Committee shall tabulate the ballots and submit the results to the Faculty Senate by the December meeting of the Faculty Senate.

8) Vacancies

a) Vacancies of one semester or more in departments shall be filled by a vote of the respective faculty. Notification of the results shall be made in writing to the president of the Faculty Senate.

b) Vacancies of one semester or more in at-large or part-time Senators shall be filled from the election results of the most recent election of that respective constituency. In case of a tie the selection shall be by a coin flip conducted by the Chair of the Elections Committee in the presence of the tied candidates. If no candidates are available from that constituency, the position shall remain vacant until the next regular election.

c) Vacancies of less than one semester shall be filled by the absent Senator appointing an alternate with consultation of the president of the Faculty Senate. This alternate must be a full-time faculty member from the same constituency the absent Senator was elected to represent.

ARTICLE V. OFFICERS

A. The Officers of the Faculty Senate shall be the President, Vice President, Secretary, Faculty Advocate, and the Chairpersons of all standing committees elected as provided herein. The Vice President shall serve as presiding officer in the absence of the President.

B. *Ex Officio*, non-voting Officers of the Faculty Senate shall be the Faculty Regent, Parliamentarian, and Chairperson of the Graduate Council. Other Officers, if not serving as a Senator, shall have a vote in Senate.

C. The Officers of the Faculty Senate shall serve in their respective positions as the officers of the General Faculty.

- D. Officers serve at the pleasure of the Faculty Senate. An officer may be removed by a two-thirds vote of Senators present and voting. Any vacancy created by the removal or resignation of an officer should be filled by special election of the Faculty Senate.
- E. The President of the Faculty Senate shall serve as the Grand Marshall of the University. The Chase College of Law selects its own Grand Marshall.
- F. The President of the Faculty Senate, upon assumption of office, shall serve as representative of the General Faculty to the Senate. The departmental, independent program, or college membership vacancy created shall be filled in accordance with Article IV, section C.
- G. All full-time, tenured faculty are eligible to run for the position of Faculty Advocate.

ARTICLE VI. ELECTION OF OFFICERS

- A. Before the first meeting of the Spring Semester, the incumbent President of the Faculty Senate shall call a special session with the sole purpose to elect Faculty Senate officers, except the Faculty Advocate, for the next session beginning on July 1. All Senators serving in the next session, including newly elected Senators and those whose terms do not expire at the end of the current Senate session are eligible to vote. The Elections Committee will conduct and preside over the election. Nominations may be submitted to the incumbent President of the Faculty Senate prior to the special meeting or may be made from the floor during the meeting. Terms of office shall be for one year. Officers must meet the Senate membership requirements as specified in ARTICLE III but do not have to be Senators.
- B. During the Spring Semester and before the final meeting of the Senate, the Elections Committee shall conduct an election of the General Faculty to choose the Faculty Advocate for the following year. The Elections Committee shall issue a call for nominations at least one month before the election. All full-time, tenured faculty are eligible to run for the position of Faculty Advocate.

ARTICLE VII. COMMITTEES

There shall be seven standing committees of the Faculty Senate: the Executive Committee; the Budget Committee; the University Curriculum Committee; the Faculty Benefits Committee; the Teaching Enhancement and Effectiveness Committee; the Professional Concerns Committee; and the General Education Committee.

- A. The Budget Committee, University Curriculum Committee, Faculty Benefits Committee, and Professional Concerns Committee include one representative from each academic department or school elected by the faculty of the department or school. Independent academic programs may, upon approval of the Executive Committee, elect an additional representative to the University Curriculum Committee.

- B. The General Education Committee (GEC) and The Teaching Effectiveness and Enhancement Committee (TEEC) membership are chosen according to their respective bylaws and approved by the Faculty Senate Executive Committee. At a minimum, there will be at least one member from each College.
- C. The Executive Committee shall consist of the officers of the Faculty Senate, including *ex officio* officers, and it shall be chaired by the President of Faculty Senate.
- D. Reassigned time or stipends shall be allotted to the following members of the Executive Committee:
 - President – 50% reassigned time
 - Curriculum Chair – 25% reassigned time
 - Faculty Benefits Chair – 25% reassigned time
 - Professional Concerns Chair – 25% reassigned time
 - Budget Committee Chair – 25% reassigned time
 - General Education Committee Chair – 25% reassigned time
 - Teaching Enhancement and Effectiveness Committee Chair – 25% reassigned time
 - Faculty Advocate – 25% reassigned time
 - Vice President – stipend (amount set by Provost)
 - Secretary – stipend (amount set by Provost)
 - Parliamentarian – stipend (amount set by Provost)
- E. The following duties shall be the specific responsibilities of the Executive Committee:
 - 1) It shall function as the official representative body of the faculty when the Faculty Senate is not in session and may take whatever emergency action it deems necessary. Such action shall be presented for approval to the Faculty Senate at its next regular meeting.
 - 2) It shall cause matters approved by the Faculty Senate to be conveyed to the president of the University for appropriate action and shall report the action taken to the Faculty Senate.
 - 3) It shall serve as a committee on committees to work with the administration in forming university committees and in appointing their membership when appropriate.
 - 4) It shall receive the written reports of the committees of the Faculty Senate.
 - 5) It shall refer such matters as are designated by the Faculty Senate for action by the appropriate committee.
 - 6) It shall prepare the agenda for meetings of the Faculty Senate. Committee recommendations intended for Senate action shall be so designated on the agenda.

- 7) It shall insure that nominations and elections are carried out as specified in the Constitution.

F The following duties shall be the specific responsibility of the Budget Committee:

- 1) It shall review, analyze, receive updates on, recommend and report to the Faculty Senate on all matters pertaining to the budget, including the following:

The Council on Postsecondary Education's (CPE) biennial budget development process and the University's input into it, including the CPE's capital and operating recommendations for funding NKU and each of the public institutions.

- a) The University's annual operating budget in at least the preliminary, intermediate and final stages of its development.
 - b) Salary data relating to the university salary policy and appointment.
 - c) Major capital expenditure proposals submitted by the administration.
- 2) It shall serve as an advisory board to the Executive Committee and our representative to the Coalition of Faculty Senate Leadership (COSFL) to ensure that faculty interests are represented by COSFL at the state level.

G. The following duties shall be the specific responsibility of the University Curriculum committee.

- 1) It shall make recommendations to the Faculty Senate, and through it to the University administration, in all areas of curriculum policies and procedures and curriculum-related definitions with the exception of those policies and procedures that fall under the purview of the Chase College of Law.
- 2) It shall periodically review, evaluate, and make recommendations concerning such policies and procedures. In examining proposals it shall apply criteria including pedagogy, academic quality, staffing, and available resources.
- 3) Recommendations of the University Curriculum Committee do not require full Faculty Senate approval except for changes to the general education program (including new general education courses), new programs, substantive program changes and changes to the UCC bylaws. No curriculum changes may be made without approval by the regular curriculum process.

H. The following duties shall be the specific responsibility of the Faculty Benefits Committee:

- 1) It shall review, evaluate, and make recommendations concerning those policies, procedures, and programs related to faculty benefits; such as those policies dealing with insurance, retirement, salary schedules, academic leaves, summer fellowships, institutional project grants, deferred compensation, the credit union, travel allowance, and reassigned time.
- 2) It shall process applications of and make recommendation on candidates for

Faculty Sabbatical Leaves, Faculty Project Grants, Faculty Summer Fellowships and other programs assigned by the Faculty Senate.

I. The following duties shall be the specific responsibility of the General Education Committee:

1) It shall review, evaluate, and recommend General Education policies, including oversight, revisions to, and assessment of the General Education Program.

J. The following duties shall be the specific responsibility of the Professional Concerns Committee:

- 1) It shall provide a forum for the faculty to propose policy and to discuss all matters relating to the wellbeing of the University.
- 2) It shall review, evaluate, and make recommendations concerning policies relating to the general academic and professional concerns of the faculty, both full and part-time.
- 3) It shall review, evaluate, and make recommendations regarding all policies procedures and practices related to governance of the university.

K. The following duties shall be the specific responsibility of the Teaching Enhancement and Effectiveness Committee:

- 1) It shall review, evaluate, and recommend policies regarding the evaluation and enhancement of teaching.
- 2) It shall review, evaluate, and recommend student policies regarding all matters of concern to the faculty.

L. Elections Committee

- 1) No later than September 20 of each year, the president of the Faculty Senate shall appoint a member of the general faculty from each college offering degrees to constitute an Elections Committee.
- 2) Members of the Election Committee may not be candidates for election to the Faculty Senate.
- 3) The Elections Committee shall preside over all elections sponsored by the Faculty Senate.

ARTICLE VIII. FACULTY ADVOCATE

A. The following duties shall be the specific responsibility of the Faculty Advocate:

- 1) Provide assistance in resolving faculty complaints and concerns. Consultations with the Faculty Advocate when providing this assistance is not a breach of confidentiality for the faculty member or Faculty Advocate.
- 2) Consult with faculty from each department and school on campus throughout the year in order to better understand faculty concerns. These consultations shall remain confidential unless faculty agree to waive confidentiality.

- 3) Make policy recommendations to the Executive Committee as appropriate, while at all times maintaining the confidentiality of interactions with individual faculty, unless faculty agree to waive confidentiality.
- 4) Meet with appropriate administrators as needed.

ARTICLE VIII. MEETINGS

- A. The General Faculty shall meet as appropriate; the meeting to be convened by the President of the Faculty Senate, the President of the University, the Provost, or the Executive Committee of the Faculty Senate.

Should a petition, signed by at least 10 percent of the General Faculty as exhibited on the official roster, requesting a meeting of the General Faculty and indicating proposed items of business be filed with the President of the Faculty Senate, the Executive Committee shall call a meeting of the General Faculty to consider those matters. Such a meeting shall be held not later than fourteen calendar days, exclusive of holidays, from the filing date of the petition. The filing of a petition challenging Senate action shall be interpreted as a declaration that the General Faculty is asserting its jurisdiction.

- B. No meeting of the General Faculty called by the Executive Committee shall be held unless an agenda prepared by that committee is distributed to all members of the General Faculty at least five business days prior to the meeting date.
- C. The Faculty Senate shall meet at least once each month during the academic year, unless deemed unnecessary by the Executive Committee. Special meetings may be called at any time during the course of the year, including the summer, by the President of the Faculty Senate or its Executive Committee. Regular meetings shall ordinarily be on the fourth Monday of each month; emergency changes of date may be made by the Executive Committee.
- D. The Executive Committee shall appoint a temporary chairperson should neither the President nor the Vice-president be in attendance.
- E. All meetings of the Faculty Senate shall be open to the University community. Any member of the General Faculty present shall receive floor privileges upon request; however, these privileges shall not include the right to introduce or second motions or to vote. Other members of the academic community may be granted floor privileges with the same restrictions by a majority vote of the Senate. Only duly elected senators or their designated alternates in attendance may introduce or second motions or vote.
- F. Agenda items and supporting information shall be submitted to the Executive Committee at least fourteen calendar days prior to the scheduled Senate meeting. Items may also be placed on the agenda by the Executive Committee on its own motion of any member of the Senate, or by petition signed by at least ten members of the General Faculty at least five business days in advance of the Faculty Senate meetings.
- G. Minutes of the previous meeting of the Faculty Senate and an agenda for the next

meeting shall be distributed to all members of the Faculty Senate at least five business days prior to the subsequent Senate meeting. A second copy shall be sent to each senator for posting and review by all faculty. Actions of the Faculty Senate shall become final fourteen calendar days, exclusive of holidays, following the official distribution of said minutes, unless the General Faculty asserts its jurisdiction.

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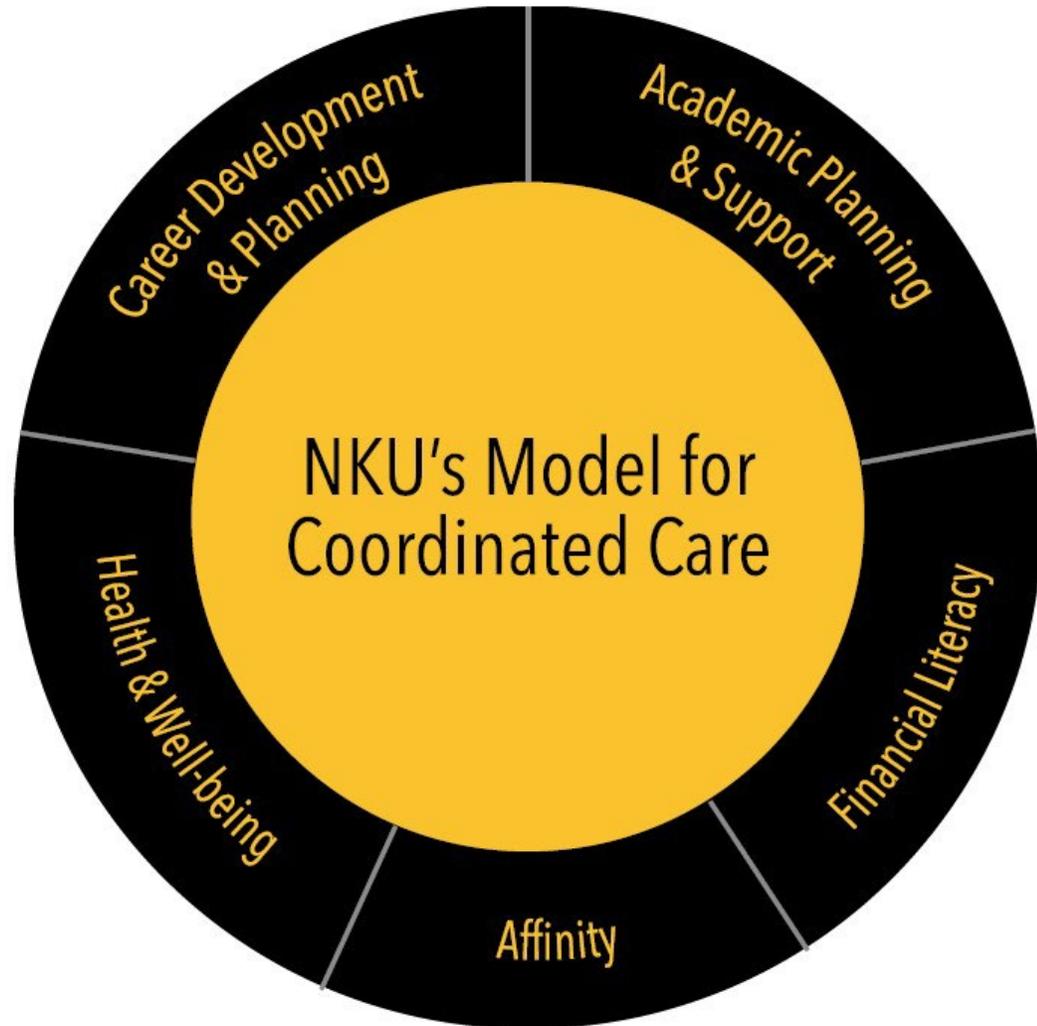
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Help A Norse

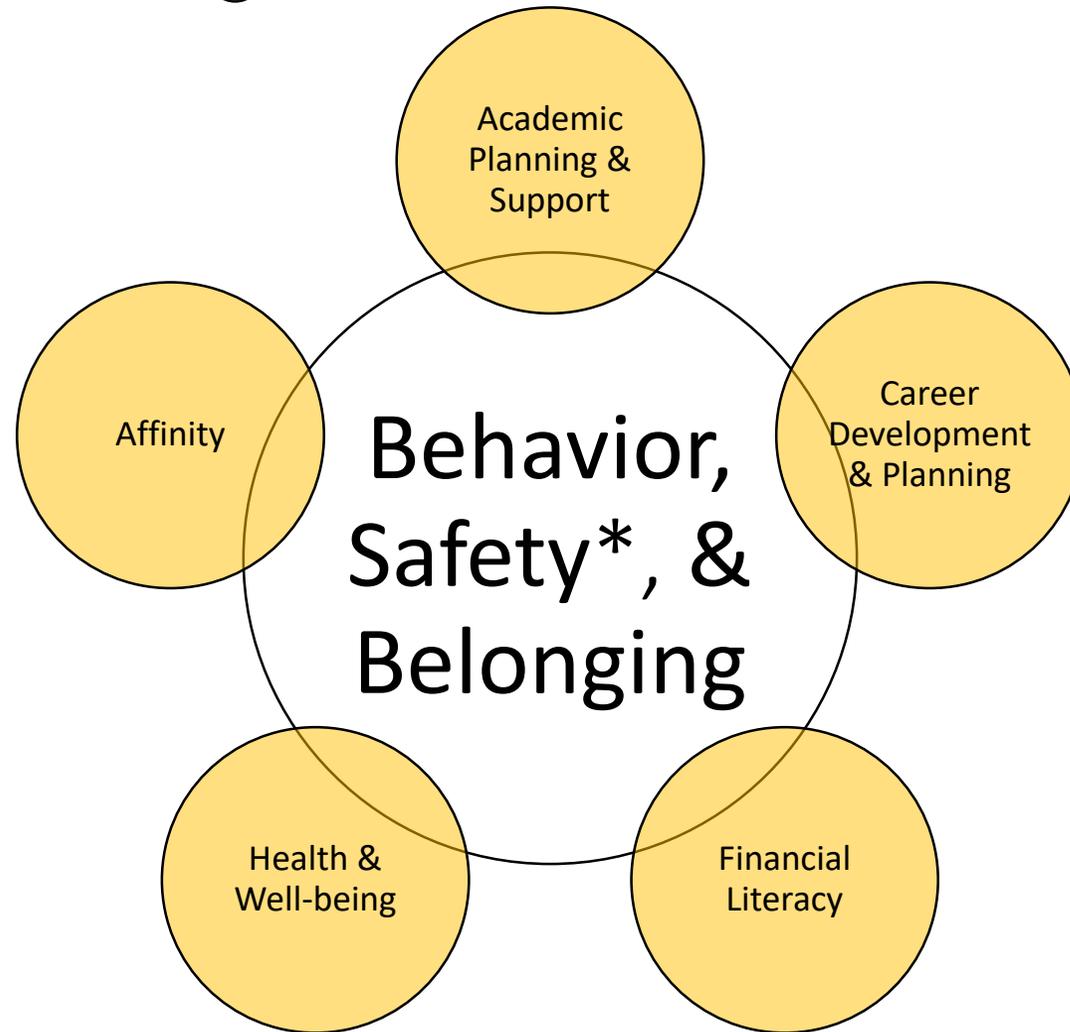
Dr. Bob Alston, Dean of Students

Program Led By: Drs. Gannon Tagher and Ryan Padgett

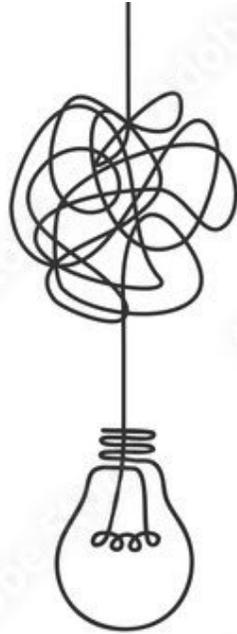


The Northern Kentucky University community **empowers students** to take control of their college experience and achieve their fullest potential through **streamlined practices** that promote **proactive** outreach, timely **response**, effective **collaboration**, and holistic, wrap-around **support** to facilitate student **success**.

SBD Coordinated Care Lens = ○



* Safety is physical & psychological



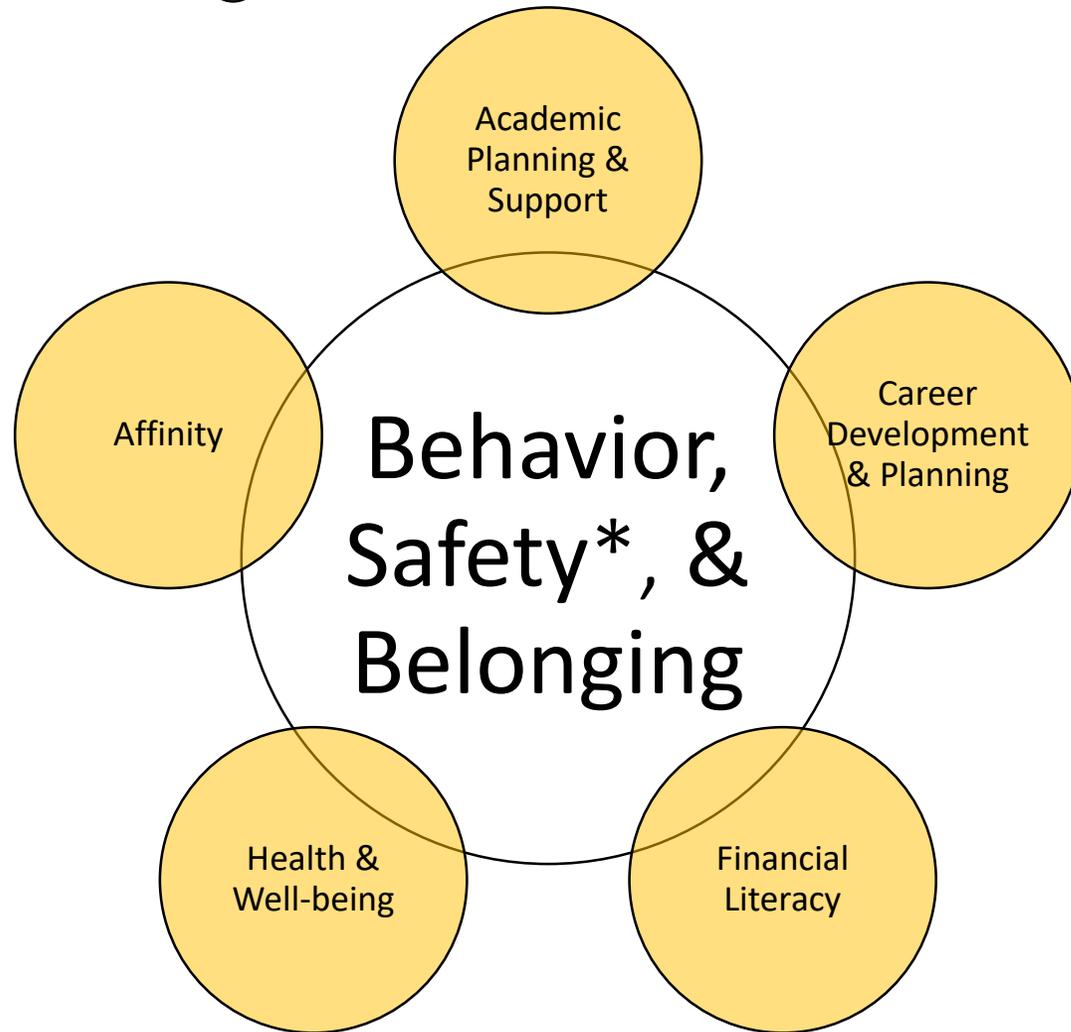
What we do/see

Patron's view

Help A Norse Website

Always **B**e **C**areful – **D**ocument **E**verything.

SBD Coordinated Care Lens = ○



* Safety is physical & psychological



QUESTIONS & DISCUSSION

Thank you!

*ignite
your
Spark*



Athletic Academic Services

2022-23 Goals: Observer
Access



Athletic Academic Services

Agenda

- What is Observer Access
- Pros/Cons
- Peer Schools and Observer Access
- Where to go from here
- Questions/Concerns



Athletic Academic Services

What is Observer Access

“In Canvas, the Observer role can be used to enroll...Guests who would like to participate in a Canvas course but do not need to earn course credit. Observers have **limited permissions** that allow them to see what is going on in a course without interrupting the flow of daily course communication.”



Athletic Academic Services

“Linked” Observers can:

- View and read announcements and assignments
- **View grades**, scores and due dates - only for student they are observing/linked with
- View modules/files/dashboard
- **View syllabus**



Athletic Academic Services

Observers cannot:

- Comment on announcements or discussions
- **Submit assignments, quizzes, or exams**
- View course rosters
- Send messages to students they aren't observing
- View locked files or folders
- Join groups
- View unpublished courses



Athletic Academic Services

Benefits of Observer Access

- Will help advisors show students how to better navigate Canvas and ensure they aren't missing assignments
- Currently, advisors rely on midterm grades to find out how students are doing in their classes and those grades are close to the last withdraw option, making it too late for advisors to do much other than recommend to drop a class



Athletic Academic Services

Benefits of Observer Access

- Ability to closely monitor ALL student-athletes; currently tough for us to do with 2 full-time advisors
- Limits time spent currently trying to get students to respond (all advisors can relate).
 - We currently have to track down students to send screenshots/syllabi/show up for meetings (.e.,g., with students planning to transfer who we still need to monitor for eligibility purposes)



Athletic Academic Services

Who Benefits from Observer Access

- The students
- College/Athletic advisors - especially those dealing with students on academic probation
- Patherfinders Program
- UCAP - University Connect and Persist
- First Year Success Hub



Athletic Academic Services

Peer Schools and Observer Access

- **University of Wisconsin - Milwaukee**
 - Opt-In Observer Access
 - View only access to everything in the course page (gradebook, announcements, analytics, syllabus, etc.)
 - Worked with their institutions department that oversaw Canvas
- **University of Tennessee - Chattanooga**
 - Opt-Out Observer Access



Athletic Academic Services

Peer Schools and Observer Access

- **Central Michigan University**
 - Opt-Out Observer Access
 - Faculty were automatically opted in to the system, but could opt out of giving observer access by working with IT
 - Worked with the Provost, IT, Registrar, FAR, and Student Services
- **Ball State University**
 - Automatic Observer Access (Faculty were not option)



Athletic Academic Services

Peer Schools and Observer Access

- **Xavier University**
 - Opt-In Observer Access
 - Send an email to each individual professor to ask for access
- **University of Nevada - Reno**
 - Automatic Observer Access
 - Each advisor is paired with a “secondary” advisor (campus advisor) so both have access
 - Non-athletes that are on Academic Probation have their campus advisor as an observer



Athletic Academic Services

Where to go from here

Questions??



Athletic Academic Services

References

<https://s3.amazonaws.com/tr-learncanvas/docs/CanvasObserverVisibilityandParticipation.pdf>

<https://www.wyongccs.nsw.edu.au/wp-content/uploads/Canvas-Observer-Parent-Guide.pdf>

extra - <https://community.canvaslms.com/t5/Canvas-Basics-Guide/What-is-the-Observer-role/ta-p/4>

