

**Present:** S. Anthony, R. Bell, A. Bennett, G. Benitez, A. Borcila, J. Bunnell, H. Cho, J. Cholewicki, L. Cloud, A. Contreras, A. Corner, M. Crimp, P. Crane, M. Donahue, A. Dunn, D. Ewoldsen, J. Felton, D. Foran, E. Frantz, R. Fulton, G. Garrity, E. Gardner, S. Gasteyer, M. Ghamami, J. Goldbort, D. Gould, C. Grosso, J. Guzetta, A. Hauser, N. Hays, B. Holtz, G. Hoppenstand, R. Isaacs, J. Johnson, M. Johnson, M. Kiupel, L. Lapidus, K.S. Lee, M.H. Lee, S. Logan, J. MacKeigan, E. Marcyk-Taylor, L. Martin, M. Mazei-Robinson, L. McCabe, M. Mechtel, J. Meier, D. Mendez, M. Miklavcic, R. Miksicek, K. Miller, D. Moriarty, F. Nunes, R. Ofoli, A. Olomu, N. Parameswaran, A. Pegler-Gordon, R. Pennock, D. Polischuk, R. Root, E. Rosser, A. Ruvio, C. Scales, S. Stanley, J. Searl, D. Sheridan, T. Silvestri, J. Slade, N. Smeltekop, T. Sullivan, Z. Szendrei, P.N. Tan, B. Teppen, S. Valberg, M. Wallace, G. Wittenbaum, N. Wright, J. Yun, A. Zeleke

**Absent:** M. Abel, B. Aiello, N. Beauchamp, B. Beekman, J. Dulebohn, J. Jiang, J. Rosa, G. Stone

A regular meeting of the Michigan State University Faculty Senate was held on Tuesday, April 14, 2020, at 3:15 p.m. via Zoom. Chairperson Deborah Moriarty presided. The agenda was approved as presented. The minutes of the February 18, 2020 regular meeting were approved as presented.

Reports were given by President Samuel L. Stanley, Jr., Interim Provost Teresa A. Sullivan, Executive Vice President for Health Sciences Norman J. Beauchamp, Jr., and Chairperson Deborah Moriarty. A period of questions and answers followed each report.

University Committee on Curriculum Chairperson Marci Mechtel reported that UCC approved one new program (a graduate certificate in human medical research), 29 program changes, 33 new courses, 33 course changes, and eight course deletions. No moratoriums or discontinuations were reported. Mechtel moved to “accept the report of UCC.” The motion was adopted without debate.

University Committee on Faculty Affairs Chairperson Mick Fulton gave a report detailing UCFA’s faculty salary memo, in which UCFA recommended “a 4.5 percent increase in annual faculty salary increments over the longer term inclusive of a 4.0 percent increase in the general merit pool and a 0.5 percent increase in the market adjustment pool.” Fulton moved to “approve the memo for the faculty raise.” The motion was defeated after debate.

# Faculty Senate

Minutes  
April 14, 2020



Vice Chairperson Jennifer Johnson gave a report on behalf of the Strategic Planning Committee.

The Chairperson introduced the guest speaker, Associate Provost for Teaching, Learning, and Technology Jeff Grabill, whose subject was online learning. Grabill answered questions and received feedback from individual members.

After debate and amendment, a motion by Fulton that “Faculty Senate direct the Budget Subcommittee and the University Committee on Faculty Affairs to work with President Stanley and Provost Sullivan to discuss salaries for the upcoming year and in the future in light of the dire economic situation, with a long-term commitment to bring up the salaries of MSU faculty in light of the salaries of other Big Ten universities” was adopted.

The meeting adjourned at 5:31 p.m.

TA Silvestri

Tyler Silvestri  
Secretary for Academic Governance

**Approved:**

**Present:** M. Abel, S. Anthony, N. Beauchamp, R. Bell, G. Benitez, A. Borcila, J. Bunnell, L. Cloud, A. Contreras, A. Corner, M. Crimp, P. Crane, M. Donahue, A. Dunn, D. Ewoldsen, J. Felton, D. Foran, J. Francis, R. Fulton, G. Garrity, S. Gasteyer, M. Ghamami, J. Goldbort, D. Gould, C. Grosso, J. Guzetta, A. Hauser, N. Hays, G. Hoppenstand, J. Johnson, M. Johnson, M. Kiupel, L. Lapidus, K.S. Lee, M.H. Lee, S. Logan, D.F. Lopez, J. MacKeigan, E. Marcyk-Taylor, M. Mechtel, J. Meier, D. Mendez, R. Miksicek, K. Miller, D. Moriarty, F. Nunes, A. Olomu, A. Pegler-Gordon, R. Root, E. Rosser, A. Ruvio, C. Scales, D. Sheridan, T. Silvestri, J. Slade, N. Smeltekop, S. Stanley, T. Sullivan, P.N. Tan, B. Teppen, M. Wallace, G. Wittenbaum, N. Wright, A. Zeleke

**Absent:** B. Aiello, B. Beekman, A. Bennett, H. Cho, J. Cholewicki, J. Dulebohn, E. Frantz, E. Gardner, B. Holtz, R. Isaacs, J. Jiang, L. Martin, M. Mazei-Robinson, L. McCabe, M. Miklavcic, R. Ofoli, N. Parameswaran, R. Pennock, D. Polischuk, J. Rosa, J. Searl, G. Stone, Z. Szendrei, S. Valberg, J. Yun

A special meeting of the Michigan State University Faculty Senate was held on Tuesday, June 23, 2020, at 3:15 p.m. via Zoom. Chairperson Deborah Moriarty presided. The agenda was approved as presented.

Reports were given by Interim Provost Teresa A. Sullivan, Chairperson Deborah Moriarty, President Samuel L. Stanley, Jr., and Executive Vice President for Health Sciences Norman J. Beauchamp, Jr. A period of questions and answers followed each report.

A motion by Stephanie Anthony was adopted after debate and amendment by a vote of 50-4 with 7 abstentions. Anthony moved:

that we, the Faculty Senate, make a formal resolution to our incoming provost, Dr. Teresa Woodruff, to take the following four specific steps in support of Michigan State University faculty, and particularly faculty of color upon her arrival to MSU.

Number one, we would like to ask that Dr. Woodruff commit to refrain from reducing budgets of any programs which are focused on diverse populations, programs, or initiatives for a period of no less than two years.

Number two, we would like to request a review and possibly increase of budgets whenever possible for programs which impact minorities for the same period. Too often, programs affecting marginalized populations are hit hardest when cuts are made. It is the programs which serve the underserved that are often asked to work on shoestring budgets or are phased out when financial difficulties arise. Sacrifices are sometimes made at the expense of careers and career progress. And invariably, we are moved around, but not up. Just as sometimes less value is often placed on the lives of black men and women, so too go our programs. So, for indigenous peoples, for black, for brown, and Asian Pacific Islander Desi Americans, we ask that you not cut and be consciously aware of the dynamics in play when you do make those necessary reviews.

For the third step, we ask that Provost Woodruff commit to the development, review, and expansion of an even more intensive plan than that which currently exists for the recruitment of faculty of color and faculty members from other marginalized groups, as well as a review of our retention efforts.

Lastly, we respectfully request that Provost Woodruff will commit to the Michigan State University community that the efforts of our new, much-desired and looked-forward-to Provost to work on behalf of diverse or marginalized populations will not be limited, as some have feared, to just women and STEM, but rather will be more broad-based during her tenure at Michigan State University. Included will be members of the LBGT community, ethnic minorities, underrepresented identities, and persons with disabilities.

During debate on the motion, Richard Miksicek made the following point of order: "Since this an action item, may members of the Senate have a written copy of the proposal that we are voting on?" The Chairperson summarily ruled that the point of order was well-taken.

Anna Pegler-Gordon moved for the adoption of the following resolution:

We, the faculty senators of Michigan State University, wish to express our unwavering support of the Black Faculty, Staff, and Administrators Association; the Coalition of Racial/Ethnic

Minorities; and the Chicano/Latino Faculty, Staff, Specialists, and Graduate Student Association in their responses to the outcome of the Provost search. In standing with these communities, the Faculty Senate wishes to share the burden of advocacy, and affirm our commitment to enacting diversity, equity, and inclusion (DEI) at MSU.

If we want to expand on and practice the values of DEI, then we need to hire accordingly. MSU continues to assure its community that DEI are of paramount importance, especially in the face of numerous and egregious racist acts across campus as recently as this academic year. The appointment of a provost with extensive leadership, expertise, and experience in these areas, as two of the three finalists had, would have been a powerful act in demonstrating our commitment to improve. We had a rare opportunity here and we did not act on it.

We recognize President Stanley's efforts toward transparency in the finalists vetting process, and in compiling a search committee with faculty members that represented different constituencies.

These gestures built trust between us, which recent events on this campus, and the long-standing structures that enabled those events, had sorely eroded. And yet at the most crucial moment of the search, the actual selection of our chief academic officer, among such a talented and excellent finalist pool, MSU chose not to act on its commitment to diversity. Our reaction is not personal to Dr. Woodruff, nor do we wish to dispute that she is qualified, in absolute terms, for such a position. But for many, this is a disappointing outcome. For many, it is also deeply hurtful.

Moving forward, we will look to see that the Chief Diversity Officer is a fully-resourced position, both financially, with respect to staffing, and especially in terms of integration across the university community, so that in the future we will enact the broad institutional changes that we say are a priority.

The resolution was adopted after debate by a 40-14 vote with six abstentions.

# Faculty Senate

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June 23, 2020



The Chairperson introduced the first guest speaker, Vice President for Planning and Budgets Dave Byelich, whose subject was the financial impact of COVID-19. After his presentation, Byelich took questions.

The Chairperson introduced the second guest speaker, Associate Provost for Undergraduate Education Mark Largent, whose subject was undergraduate course delivery. Largent took questions after his presentation.

The meeting adjourned at 6:02 p.m.

TA Silvestri

Tyler Silvestri  
Secretary for Academic Governance

**Approved:**

DRAFT

**Present:** M. Abel, B. Aiello, S. Anthony, N. Beauchamp, R. Bell, A. Bennett, A. Borcila, J. Bunnell, H. Cho, J. Cholewicki, L. Cloud, A. Contreras, A. Corner, M. Crimp, P. Crane, M. Donahue, D. Ewoldsen, J. Francis, G. Garrity, E. Gardner, S. Gasteyer, M. Ghamami, J. Goldbort, D. Gould, C. Grosso, J. Guzetta, A. Hauser, N. Hays, G. Hoppenstand, R. Isaacs, T. Jeitschko, J. Johnson, M. Johnson, M. Kiupel, L. Lapidus, K.S. Lee, M.H. Lee, E. Marcyk-Taylor, L. Martin, M. Mazei-Robinson, M. Mechtel, J. Meier, D. Mendez, R. Miksicek, K. Miller, D. Moriarty, R. Ofoli, A. Olomu, A. Pegler-Gordon, R. Root, A. Ruvio, C. Scales, S. Stanley, G. Stone, S. Yaruss (for J. Searl), D. Sheridan, T. Silvestri, J. Slade, N. Smeltekop, P.N. Tan, B. Teppen, S. Valberg, M. Wallace, G. Wittenbaum, N. Wright, J. Yun, A. Zeleke

**Absent:** B. Beekman, G. Benitez, J. Dulebohn, A. Dunn, J. Felton, D. Foran, E. Frantz, R. Fulton, B. Holtz, J. Jiang, S. Logan, D.F. Lopez, J. MacKeigan, L. McCabe, M. Miklavcic, F. Nunes, N. Parameswaran, R. Pennock, D. Polischuk, J. Rosa, E. Rosser, Z. Szendrei

A special meeting of the Michigan State University Faculty Senate was held on Tuesday, July 21, 2020, at 4:45 p.m. via Zoom. Chairperson Deborah Moriarty presided. The agenda was approved as presented.

Chris Scales moved that all Faculty Senate meetings for the Fall Semester be held remotely. The motion was adopted unanimously.

The Chairperson introduced the first three guest speakers, Acting Provost Thomas Jeitschko, Interim Vice President for Research and Innovation Doug Gage, and Research Integrity Officer Jim Pivarnik. The subject of the presentation was the Office of the Vice President for Research and Innovation's involvement in tenure, promotion, and the research integrity process. All three took questions following the presentation.

Vice Chairperson Jennifer Johnson led a discussion on diversity, equity, and inclusion concerns informed by pre-submitted comments from faculty and academic staff. The Chairperson announced that without objection, a special August meeting of Faculty Senate would be dedicated to further discussion of these issues following more information-gathering. No objection was voiced.

The Chairperson introduced the final guest speakers, Interim Chief of Police Doug Monette, Captain Matt Merony, and Captain Chris Rozman. The

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focus of their presentation was policing, with an emphasis on answering pre-submitted questions from members of Faculty Senate.

The meeting adjourned at 7:02 p.m.

TA Silvestri

Tyler Silvestri

Secretary for Academic Governance

**Approved:**

DRAFT



# Faculty Senate

Minutes

August 11, 2020



MICHIGAN STATE  
UNIVERSITY

**Present:** M. Abel, S. Anthony, N. Beauchamp, J. Bunnell, L. Cloud, A. Contreras, M. Crimp, P. Crane, L. Dilley, M. Donahue, D. Ewoldsen, D. Foran, J. Francis, R. Fulton, G. Garrity, S. Gasteyer, M. Ghamami, D. Gould, C. Grosso, J. Guzetta, A. Hauser, R. Isaacs, J. Jiang, J. Johnson, K.S. Lee, S. Logan, D.F. Lopez, E. Marcyk-Taylor, L. Martin, J. Meier, M. Miklavcic, K. Miller, D. Moriarty, R. Ofoli, A. Olomu, N. Parameswaran, A. Pegler-Gordon, A. Ruvio, C. Scales, J. Searl, D. Sheridan, T. Silvestri, J. Slade, N. Smeltekop, S. Stanley, P.N. Tan, B. Teppen, S. Valberg, T. Woodruff, G. Wittenbaum, N. Wright

**Absent:** B. Aiello, B. Beekman, R. Bell, A. Bennett, G. Benitez, A. Borcila, H. Cho, J. Cholewicki, A. Corner, J. Dulebohn, A. Dunn, J. Felton, E. Frantz, E. Gardner, J. Goldbort, N. Hays, B. Holtz, M. Johnson, M. Kiupel, L. Lapidus, M.H. Lee, J. MacKeigan, M. Mazei-Robinson, L. McCabe, M. Mechtel, D. Mendez, R. Miksicek, F. Nunes, R. Pennock, D. Polischuk, R. Root, J. Rosa, E. Rosser, G. Stone, Z. Szendrei, M. Wallace, J. Yun, A. Zeleke

A special meeting of the Michigan State University Faculty Senate was held on Tuesday, August 11, 2020, at 3:15 p.m. via Zoom. Chairperson Deborah Moriarty presided, and Secretary for Academic Governance Tyler Silvestri was present. The agenda was approved as presented.

Remarks were given by President Samuel L. Stanley, Jr., Provost Teresa Woodruff, Executive Vice President for Health Sciences Norman J. Beauchamp, Jr., Chairperson Moriarty, and Secretary Silvestri.

Vice Chairperson Jennifer Johnson facilitated a conversation on diversity, equity, and inclusion issues. Breakout groups were formed and subsequently reported on their discussions. Summaries of each group's discussions are attached.

The meeting adjourned at 4:59 p.m.

Tyler Silvestri  
Secretary for Academic Governance

**Approved:**

## **Group 1**

### **Hiring practices, Leadership, Incentives and evaluations/what do we value?**

#### ***Faculty Senate action items***

We recommend that applicants to all MSU job applicants include a DEI statement in their materials submitted.

We recommend inclusion of person outside the college (or department?) on search committees to avoid conflicts of interest in hiring.

What are the details on CDO budget, personnel, etc.

#### **MSU recommendations**

Hiring strategies that will reach a critical mass of non-majority staff in MSU units.

Mandatory training (D2L) in implicit bias and DEI will be foundational to achieving our goals. Implicit bias is central to DEI, and is essential to include throughout MSU staff training. Require and support department/college specific workshops periodically to advance beyond the standard online click-and-approve training. These should be narrative driven and led by skilled facilitators.

## Group 2

### Email submission:

Mentoring; retaining faculty of color; Work that serves the vulnerable, very important

also review of processes in FS itself, how people are elected, & creating a DEI standing committee to look at FS issues from DEI perspective.

### Document submission:

#### Policy

- Try to protect people of color and women – statement of “you don’t fit”. Need to be very aware on how we are supporting faculty.
- What are we doing that is working and what is not? How you treat people, respect
- Advocacy in your unit for these kinds of support. Mentoring is very key in diversity issues so emphasis at level of what you are willing to do and what kind of support we need at University

#### University Level:

- Ask University to do an inequity study; need someone who can handle data in the office
- Review on how to get on Faculty Senate
- Add standing Committee for DEI

#### Mentoring:

- Think about what our practices are at the University
- Are there ways that we can encourage mentors both in and out of departments?
- Networking with people across the University
- Missing mentoring that advances careers, very critical
- Created a mentorship contract
- Communities of need and vulnerable communities
- Celebrating work that focuses on DEI concerns
- Networking with people across the University
- Taking senior faculty being lined up with ?
- Take a look at the 4-H website – very nice work done there
- Land grant has to be available to everyone
- Including people of color
- Training for mentors – developmental
- Programs, faculty, post docs, and students to support faculty to be mentors and better mentors to undergrads; we need to continue this
- The mismatch for individual color can be impactful
- Advocating within the department and within the units critically important
- Programs for Grad school and faculty; need to specify fix-term and ?; they are inclusive, and their leadership is critical
- Is there an Institutional wide study of salary; found a negative relation that women who were sighted more were paid less
- University level - make cohorts based on specific rank
- Matching people appropriately in mentoring, teaching faculty and non-teaching faculty for support in work and success and using tools to have those conversations

## **Bullying**

### **What do we think the University should do?**

- Looking at Faculty Senate itself and who gets representative and how you appoint
- Have a subcommittee form that would regularly review DEI and have consistent oversight

### **15 second reflection on the process:**

- Group shared a lot of good ideas and could have spent another half hour discussing.

### Group 3

#### Document Submission:

##### **Things we are willing to personally commit to**

71b is particularly good because it adds ownership to what you personally want to learn that year

53 — not necessarily setting a dollar value, but affirmatively looking at textbook costs

78ish — we own the curriculum, we can effectively make DEI a general education requirement; concerns that it could have the opposite effect

85 — diversity case studies and examples

##### **Things we want Faculty Senate to recommend to the University**

73e - Provide additional funding and resources to Office for Inclusion to hire diversity education coordinators to provide ongoing training for faculty and academic specialists

71 — Incorporate DEI into performance reviews in measurable ways

73f — dedicated time in workload for professional development in DEI

72f — move beyond online trainings

67 & 68 & 69 — having accountability measures

25 — examine improving the positions and hiring frequency of professors of practice (metrics, grant dollars, etc. in category 2) (category 1—individually valuing them))

65 — explore the idea of third parties regularly evaluating departmental

60 — academic governance representation and service load concerns

#### E-mail from Brian Teppen

Thanks for the discussion yesterday; I enjoyed our breakout group. These are critically important topics, and I thank Jennifer and Deborah for engaging Faculty Senate in this. We talked about suggestions #25 and #26, improving “the positions of professors of practice” and acknowledging that “not all faculty have to fit into the traditional “box”.” We heard Robert Ofoli testify how he has been told that he is “not a good fit” in his unit, which I take to be code-language for racist exclusion. There are many ways to not quite fit, and David’s whole unit (RCAH) doesn’t quite fit with the MSU emphasis on fundamental research and grant dollars because RCAH emphasizes engaging with society to change it. The white-male-dominated, basic research core of the University is comfortable with the white-supremacist status quo (the way things are) and so their preferred, basic research is to understand the way things are (theory means “to look at”). To broadly overgeneralize, most departments orient themselves around such a theoretical core. To want to change society, as community engagement and faculty of color often want to do, is to already be on the margins of these departments. And then to want to change society and to be Black or Latinx is to be doubly marginalized. If also a woman, then triply marginalized. The

attached paper is from three Black women at MSU and all testimony in the paper is from faculty of color at MSU. The authors note that faculty of color are not only socially excluded, but that the work they do is also devalued and the knowledge they produce is regarded as inferior; the authors call these latter aspects “epistemic exclusion.” This speaks to the importance of suggestions #25 and #26: In order to diversify the faculty, we have to greatly broaden our views of the types of knowledge that are valuable and create a reward system (#70 and 71) that promotes many more kinds of knowledge (e.g., “practice” to complement theory, social change to complement contemplation, etc.). MSU has immense possibilities in this direction because we have a land-grant tradition (engagement with practitioners) and more appreciation for applied research than most ivory (white) towers. For example, I have heard that the MSU Philosophy Dept. is the best “applied philosophy” department in the US. But even so, a Black woman philosopher like Kristie Dotson feels excluded (she has a famous paper to that effect) and Isis Settles went to UMich five years ago because she wasn’t getting the respect she deserved here.

**E-mail from Jennifer Johnson in response to Brian Teppen**

I’d like to provide an additional thought re: the below: CHM decided to build its Division of Public Health in partnership with the Flint community. The community was clear that the build wouldn’t be credible unless the faculty looked like the community (which is 55% Af-American). I was the first hire, and of the next 3, two were Af-American full professors from Hopkins and UM (the #1 and #4 public health schools in the country). They came b/c of the mission (build with excellence toward service), b/c the offers were strong, and for the opportunity to make a difference. . At this point, 47% of our faculty our URM, and we are either the top or #2 unit in CHM in terms of NIH/CDC grant \$. We had more than \$60M in 5 years. The point being, we can be exceptional at grant \$, pubs, etc. BECAUSE we are intentionally diverse – I’d argue that these things are (or at least can and should be) synergistic. And, think of all additional the discoveries, accomplishment, etc our minority faculty would have if they weren’t dealing with racism daily inside and outside the institution...

## Group 4

We discussed several points from the last two pages of the document as assigned to us. Key points are listed below:

1. #90 Listen and respond to the recommended changes that groups of color have requested and demanded.  
This should occur at all levels from the top of the University to units and individuals regardless of their role at MSU.
2. For FS #82, have Upward Bound, but every college and unit need to look at how they relate to K-12 including Lansing School District.
3. How to coordinate & integrate the DEI effort on campus to bring about more collaboration.
  - a. How to bring people together #86 (virtual town hall), #90
  - b. FEA officers, MSU IDEA, etc.
  - c. #95 Dialogue
4. DEI work must be valued.
  - a. If MSU and individual units value this work, they should pay for it. Reliance on summer volunteer labor is problematic. Individuals who are off during the summer, should not be asked to conduct DEI work without pay or credit for their efforts during annual evaluation, merit pay, etc.
  - b. RPT documents need review and to reward and value people who are doing this work
5. Every MSU as a whole and each unit needs a customized DEI plan:
  - a. look at UG curriculum w/DEI lens
  - b. #74. Invest DEI in programs that have largest contact with undergrads, e.g. First-year writing, Integrative Studies, Math
  - c. #78 Make DEI a general education requirement
  - d. #83 All courses should include applicable DEI examples
  - e. Diversity case students including BIPOC voices
  - f. #100 Each college, unit, department should have their websites include DEI literature and how the unit is promoting and advancing DEI
  - g. #101 Have President Stanley continue to
6. #76 Stop using GRE for admission to grad school and other standardized tests for undergrad admissions.
7. #102 a & b, should specifically state they are referring to reading and research with regard to DEI.

## Group 5

**Comment in chat:** "FYI... I felt three themes: systemic/ systematic issues (maybe more administration), teaching (help with real examples and suggestions -- also, maybe some one that can help consult to review my course and opportunity), then finally personal (both interaction to help me understand how I might be inadvertently sending a bad message and then second insight so i can learn about my own unknown/ unintentional bias). Personally, I grew up with a family of Grandmothers and Great Aunts who where college professors and in management positions so, when I see "little old lady" (as they called themselves) I do not see someone who is feeble!

Also, D, but also E and I. Working on E helps I and then seems to also help D. E.g. captions on videos are helpful for English as a second language as well as students who do not have a VISA/ RCPD but are struggling."



## Group 7

Holding ourselves accountable:

- Unit self-assessment around DEI
- Need to come up with common set of measurable criteria
  1. Look at race, ethnicity, gender – determine who is hired, who is promoted, why are people leaving, how much are they paid
    - a. Make sure they are leaving for better opportunities, rather than because university is unwelcoming to them
  2. Also think about ways that departments are developing pipelines for these hires (and hold ourselves accountable to this as well)
- Exit interviews about why people are leaving – DEI officer could interview people as they are leaving, make available in a de-identified way to show problems within a department

Mentoring:

- Focus on who gets mentors and even look outside college or department for good mentors
- Connect and support across colleges, especially when senior faculty are not particularly diverse

## Group 8

Hi Jennifer and all – we didn't take detailed notes, but here are three suggestions we came up with. Our conversation ranged around the challenge of incorporating DEI into courses that aren't focused on current issues or specific histories, but the conversation itself was helpful to all of us, I think, and such a conversation became one of our suggestions.

They are:

- # 74 – incorporate some significant DEI teaching into all IAH courses, devoting perhaps the 1st week specifically to that work, and then making sure that the issues are taken up throughout in some form. This would be a structural approach.
- Take a universal approach – make sure that DEI teaching is everyone's responsibility, and that it's incorporated in some fashion into all student experiences, particularly coursework. -Provide conversational opportunities for faculty so that we can discover ways to effectively incorporate DEI into our classes.

We also talked about whether there should be a required seminar or course of some kind for all undergrads. We discussed the challenges of doing this as an online course or training, and how difficult to provide it live for over 4,000 students each year. We discussed how, rather than the current kinds of online training, more 'direct contact' interactions, such as videos of the stories we heard from Dr. Anthony and Dr Ofoli, would have a stronger impact than the kinds of modules used now for training. Obviously other kinds of training are also necessary, but these personal stories have a lot of power, if people are willing to share them. I think that about sums it up.