**Committee Name:** Executive Committee of University Senate (ECUS) with Standing Committee Chairs (SCC)

**Meeting Date & Time:** Friday, November 3, 2023, 3:30-4:45 p.m.

**Meeting Location:** Parks Hall 301

**Attendance**:

|  |
| --- |
| **Members “P” denotes Present, “A” denotes Absent, “R” denotes Regrets** |
| **P** | Alex Blazer (CoAS, ECUS Secretary) |
| **R** | Cathy Cox (University President) |
| **P** | Nicolas Creel (CoBT, ECUS Member) |
| **P** | Jennifer Flory (CoAS, Chair Emerita) |
| **P** | Catherine Fowler (CoHS, ECUS Vice-Chair) |
| **P** | Lamonica Sanford (Library, ECUS Member) |
| **P** | Costas Spirou (Provost) |
| **P** | Rob Sumowski (CoE, ECUS Chair) |
| **P** | Andrew Allen (APC Chair) |
| **R** | James “Trae” Welborn (DEIPC Chair) |
| **P** | Stephanie Jett (FAPC Chair) |
| **P** | Brad Fowler (RPIPC Chair) |
| **R** | Greg Glotzbecker (SAPC Chair) |
| **Guests** |
| Nadirah Mayweather (DEIPC Vice-Chair) |
| Joyce Norris-Taylor (SAPC Vice-Chair) |

**Legend**

Highlighted text denotes follow-up.

**Bold text denotes action or recommendation.**

**I. Call to Order:** The meeting was called to order at 3:30 pm by Rob Sumowski (Chair).

**II. Approval of Agenda:** A **Motion** *to approve the agenda* was made and seconded. **The agenda was approved as circulated.**

**III. Approval of Minutes:** A draft of the 6 Oct 2023 minutes of the Executive Committee with Standing Committee Chairs had been circulated to the meeting attendees via email. A **Motion** *to approve the minutes* was made and seconded. **The minutes were approved**.

**IV. Reports**

**University President — President Cathy Cox**

1. **Regrets, No Report** As President Cox had extended *Regrets* and was unable to attend this meeting, there was no President’s Report.

**University Provost — Provost Costas Spirou**

1. **Colleges and Library**
	1. **College of Arts and Sciences**
		1. **Herty Hall Renovation** The formal component of the Herty Hall renovation started on November 1st with the meeting of BOR representatives, faculty and staff, architects, project managers, and construction representatives.
2. **Offices and Programs**
	1. **MURACE**
		1. ***Undergraduate Research Journal*** The next issue of *Undergraduate Research* is scheduled to appear soon. We received 50 submissions and are publishing 5 articles (10% acceptance rate). Here are some of the universities from which we received submissions: University of Montana, Harvard University, University of Massachusetts Amherst, DePaul University, University of Memphis, University of Utah, and many others.
	2. **The National Scholarship Office**
		1. **Applications** The National Scholarship Office is working with 11 students to submit applications for awards (Fullbright Scholars and Marshall Scholars).
	3. **Office of Human Resources**
		1. **Outside Activities Form** HR is finalizing an update to the “Outside Activities” form.
	4. **Office of the Provost & Academic Affairs**
		1. **Academic Forecast** The Office of the Provost will not be submitting a forecast to the USG during the upcoming academic year.
		2. **The GCSU Budget Hearing** took place on Thursday, October 26th with Deans and the Provost presenting various funding requests.
		3. **University System of Georgia Strategic Plan** The USG released the Strategic Plan 2029. The plan includes the following goals: (1) Student Success, (2) Responsible Stewardship, (3) Economic Competitiveness, (4) Community Impact.
	5. **Office of Student Success & Career Development**
		1. **Award for Student Success and College Completion** GCSU will be receiving the 2023 American Association for State Colleges and Universities Excellence and Innovation Award for Student Success and College Completion on Monday, November 6, 2023.
3. **University Committees and Task Forces**
	1. **University Strategic Planning Committee**
		1. **College Goals** On November 1, the Deans presented short term/medium term/long term goals in accordance with the five pillars of the GCSU Strategic plan.
4. **Conferences and Meetings**
	1. **Summer Science Program** GCSU will be hosting the [Summer Science Program](https://summerscience.org/) on campus in Summer 2024. The Summer Science Program is a highly competitive, national program that provides educational experiences to high school seniors. The GCSU program will be in Astrophysics with a possible second program in Biochemistry.
5. **Curriculum**
	1. **Core Curriculum** The university is moving forward with the implementation of the USG Core Refresh. During the last two months, presentations of the refresh were shared with the University Senate, Department Chairs, Deans, General Education Committee, Enrollment Management.
6. **Faculty**
	1. **Administrator and Faculty Searches** The second finalist for the next Dean of the College of Education visited campus on October 30-31. The first finalist was on campus October 26-27. The final candidate is expected on November 15-16.
7. **ECUS-SCC Discussion**
	1. **Budget**
		1. Question: How are the budget questions posed by the USG different from previous years?
		2. Answer: In the past, the 18 questions have historically been about student success, like how to improve retention, graduation, student success, etc.). This time, the questions involve how we are redirecting resources at the university to meet high needs, what have we done to shift resources, and so forth. Students tend to focus in areas like nursing and finance, but they don’t focus on areas like social sciences and the humanities. Instead of institutions asking for resources, the system is asking institutions to shift resources around.
		3. Question: Should we be concerned about that shift in question type?
		4. Answer: The next thing that the system will do is attempt to figure out what to do about low award programs.

**Academic Policy Committee (APC) — Chair Andrew Allen**

1. **Academic Integrity Implications of Artificial Intelligence** The proposed policy revision offered to the University Senate by the Academic Policy Committee concerning an update of language regarding plagiarism (to include unauthorized uses of artificial intelligence technologies) was approved by the Senate and is now awaiting action by President Cox.
2. **Core Curriculum** At the request of the General Education Committee, the Academic Policy Committee has advanced a motion to the University Senate to add language regarding the new University System of Georgia-mandated Core Impacts policy to the existing GCSU Required Syllabus Statements policy.
3. **ECUS-SCC Discussion**
	1. **Core Curriculum**
		1. Question: Are the system learning outcomes and career-ready competencies expecting to be part of syllabi on January 1?
		2. Answer (Provost): Yes, there will probably be an 85% success rate because of communication.
		3. Question: As long as syllabi include the system’s learning outcomes, can faculty have additional outcomes?
		4. Answer (Provost): Yes.
		5. Question: Is the system doing anything on the Student Life side to track career-readiness, such as tapping Career Centers to assess outcomes?
		6. Answer (Provost): I have not seen anything like that.

**Diversity, Equity, and Inclusion Policy Committee (DEIPC) — Vice-Chair Nadirah Mayweather for Chair James “Trae” Welborn**

1. **Recommended Syllabus Statement** DEIPC is re-examining the previously shared DEI syllabus statement to revise language and pending these revisions intends to reapproach APC for approval to place the suggested statement online (along with the other required statements) but only as an optional statement for faculty to use if they so choose.
2. **Policy Guidance** DEIPC is reviewing a Policy Guidance audit process and looking at how it can be scaled to fit at our institutional level to create a way for policies to be reviewed for impact/effect/ etc.
3. **Human Resources Training** DEIPC has discussed possible opportunities to provide support to HR as they review trainings for our campus.
4. **ECUS-SCC Discussion**
	1. **Recommended Syllabus Statement**
		1. Comment: I am wary of putting non-academic material on the syllabus.
		2. Comment: Is the statement mandatory or optional? Senate passed a recommended statement.
		3. Answer: The committee is considering putting the statement at the bottom on the required syllabus statements as an option.
		4. Comment: This could get into coercion and cause legal problems.

**Executive Committee of University Senate (ECUS) — Chair Rob Sumowski**

1. **Presiding Officer Activities**
	1. **Provost Meeting**
		1. On October 26, I briefed Provost Spirou on the Chancellor’s message to the USGFC.
	2. **USG Syllabus Requirement Meeting**
		1. General Education Committee Meeting On October 31, APC Chair Andrew Allen and I received an email from General Education Committee (GEC) Chair Jeff Turner notifying us of a motion approved by GEC requesting that the University Senate “amend its current syllabus requirements policy to require that syllabi for all courses that meet general education requirements include the USG-approved Orienting Question, USG Learning Outcome, and Career-Ready Competencies.” On November 1, I discussed this motion with Academic Affairs and then referred the matter to APC for its consideration. Chair Andrew Allen agreed to bring it to APC at its next meeting.
	3. **System-wide or tier/sector meeting attendance**
		1. On October 26-27, 2023, Catherine Fowler and I attended the Fall 2023 meeting of the University System of Georgia Faculty Council (USGFC) at Gordon State College. The Chancellor and USG staff addressed the Faculty Council on Thursday, October 26. After the Chancellor departed to catch a flight, Vice Chancellor Ashwani Monga addressed two pages worth of the Faculty Council’s questions on a variety of issues over the course of two hours. Presiding Officer Elect Catherine Fowler will present details in her SCoN report.
		2. On October 27, I was invited by the Provost to attend the American Association of Colleges and Universities Conference from January 17-19, 2024. Because this takes place during the January 2024 University Senate meeting, Presiding Officer Elect Catherine Fowler has agreed to chair that meeting.
		3. On November 2, I attended the Council of Chairs meeting at the invitation of the Provost, where chairs discussed implementation of the USG’s Core Impacts and related syllabus statement adjustments, which will occur through a soft introduction during Spring 2024 followed by full implementation in Fall Semester 2024.
2. **Policy 4.7 Post-Tenure Review** Information on the updated link to [Policy 4.7 Post-Tenure Review](https://gcsu.smartcatalogiq.com/en/policy-manual/policy-manual/academic-affairs/employmentpolicies-procedures-benefits/performance-evaluations-administrators-and-faculty/faculty-performance-evaluation/post-tenure-review/) has been added to Academic Affairs website and will be added to the November 17, 2024 Senate agenda as an information item. This is because although the link was updated by Academic Affairs prior to the October Senate meeting, there was insufficient time to update the October Senate meeting agenda.
3. **University Senate Budget and Foundation Updates** FY 2023, as of October 12, 2023
	1. 1048105 University Senate (state account) has $2,457.78.
	2. F15320 University Senate (Foundation) has $1264.00.

**Faculty Affairs Policy Committee (FAPC) — Chair Stephanie Jett**

1. **Amorous Relationship Policy** Updates on the RPIPC/FAPC joint efforts to establish the Amorous Relationship policy implementation procedures:
	1. Chair of RPIPC has spoken with GCSU General Counsel – Update on where the procedures stand.
	2. Brett Montroy, General Counsel for GCSU (currently), made it very clear that this policy is a "strict liability" policy, meaning that the parties are liable for violating the policy regardless of intent or pre-existing arrangements prior to the policy change.
	3. Need to check with Carol Ward to find out if she checked with the USG after the ad hoc committee drafted the procedures for the policy. If they approved the language in it, we can move forward with our conversations. If not, “prohibited means prohibited” and the Provost and HR need to look at what that means for any existing relationships impacted.
	4. February time frame before moving forward with any motions to ECUS or US.
2. **Student Opinion Surveys** Number of courses evaluated using SRIS and used in IFRs
	1. Two separate policies:
		1. SRIS = <https://gcsu.smartcatalogiq.com/en/policy-manual/policy-manual/academic-affairs/employmentpolicies-procedures-benefits/performance-evaluations-administrators-and-faculty/faculty-performance-evaluation/teaching-effectiveness-assessing/student-opinion-surveys-on-line-process/>
			1. FAPC has reviewed the current SRIS policy, made suggested changes to the policy working to include all courses to be evaluated
			2. Included in supplemental materials is examples of guidance from UGA and Georgia State for chairs/evaluators on “best practices” for using student evaluation data and for faculty on how to interpret student evaluations. We plan to work with CTL to create these for GCSU to help address the inequities in the weight placed on SRIS by chairs/evaluators from department to department.
			3. FAPC reviewing wording before bringing to ECUS.
			4. January time frame for motion to US.
		2. IFR = <https://gcsu.smartcatalogiq.com/en/policy-manual/policy-manual/academic-affairs/employmentpolicies-procedures-benefits/performance-evaluations-administrators-and-faculty/faculty-performance-evaluation/faculty-review-system-philosophy-and-general-procedures/>
		3. In ECUS, found ONE reference to only two evaluations being added to
		4. Made a change to existing policy after ECUS and will send to FAPC and ECUS to look at before continuing discussion in FAPC in January
		5. January time frame for motion to US
3. **Emeritus Faculty Policy**
	1. Time limit to apply and process starts at department level
	2. Decided on “reasonable” as determined by home department
	3. Summary of concern: The procedure outlined in the paragraphs below superseding the procedure outlined previously in the policy stating that requests for emeritus status going through the department from which the faculty member retired.
	4. Added language to state all requests should start at home department level.
	5. Drafted language change sent to FAPC and ECUS for review before January time frame on brining to US.
4. **ECUS\_SCC Discussion**
	1. **Amorous Relationship Policy**
		1. Comment: The policy only applies to those with direct supervisory position.
		2. Comment (Chair): The question is whether creating a reasonable arrangement is now prohibited by the system policy.
		3. Comment: There are still existing relationships that could be prohibited.
		4. Question: Did Human Resources check with the system to make sure that this new policy (reasonable accommodation to remove from supervisory chain of command) is allowed?
		5. Answer (Chair): Follow Up: Stephanie Jett will check with Human Resources.
		6. Question: Does prohibited mean that if the rule is violated, then the employee will be fired, or does it mean that if the rule is violated, then the situation will be fixed?
		7. Comment: Strictly prohibited hurts our recruiting because faculty have spouses that could contribute to the department, and faculty with spouses in the department are restricted from aspiring to be chairs and deans.
		8. Comment: It is easier to move staff under a different supervisor; it is difficult to move faculty to a different supervisor.
	2. **Emeritus Faculty Policy**
		1. Question: The problem with a reasonable time frame is the inconsistent standard. The issue is documenting and confirming contributions of faculty, i.e., institutional memory.
		2. Comment: There is a problem finding a number of peers to endorse the title.
		3. Question: Isn’t the idea of conferring emeritus status that the retired faculty member still has a meaningful relationship with the university?
		4. Answer: Some people say yes, some people say no.
	3. **Student Opinion of Instruction**
		1. Question: Under this proposed policy revision, students will evaluate all courses. However, will all course evaluations be part of the IFR?
		2. Question: Is it possible that students complete all course evaluations and the chair only looks at two evaluations?
		3. Answer (Char): Yes, the problem is that different chairs have different processes.
		4. Comment (Provost): It is problematic to ask students to evaluate all courses but not look at all evaluations. It is a bait and switch.
		5. Comment (Chair): GSU does not have a policy regarding the number of courses that must be evaluated.
		6. Comment: If all courses are evaluated, then chairs will look at all evaluations.
		7. Comment (Chair): There is a concern that the Student Opinion Survey policy uses one nomenclature for course evaluations while the Annual Review Policy uses another nomenclature (student rating of instruction).

**Resources, Planning and Institutional Policy Committee (RPIPC) — Chair Brad Fowler**

1. **Summer Utility Costs** We invited Frank Baugh from the office of facilities to speak to us about summer utility costs. Frank presented data to the committee concerning electricity pricing from Georgia Power and historical summer utility costs. He noted that the limited remote work arrangement from the previous summer did not have a significant effect on cost savings. He provided several measures that they recommend for being more efficient, including unplugging non-essential equipment, closing blinds when using indoor lighting, and turning off lights when not in use. The committee plans to have further discussions when we meet in January to see if we can make recommendations that would allow the university to be more proactive about lowering summer utility costs.
2. **Amorous Relationships Policy** The committee discussed edits made by GCSU General Counsel, Brett Montroy, to the Procedures for the Amorous Relationships Policy document that was created last year by an Ad Hoc Committee consisting of members of RPIPC, FAPC, and Human Resources. The committee is working in partnership with FAPC on this procedures document. We plan to revisit the document in our January meeting with the aim of sending a final version to senate. We also are discussing recommending that GCSU leadership, in partnership with Human Resources, clarify how situations will be handled with members of the GCSU organization that were in compliance with the Amorous Policy before the wording change but are now out of compliance.

**Student Affairs Policy Committee (SAPC) — Vice-Chair Joyce Norris-Taylor for Chair Greg Glotzbecker**

1. **Meeting** SAPC had a meeting scheduled for 3 Nov 2023 from 2:00 p.m. to 3:15 p.m.
	1. **No Report** SAPC had no business to conduct, so its meeting was cancelled.

**Subcommittee on Nominations (SCoN) — Chair Catherine Fowler**

1. **USG Faculty Council Meeting** October 26-27, 2023, Gordon State College
	1. Notes: Catherine Fowler
	2. GCSU Attendees: Catherine Fowler and Rob Sumowski
	3. Welcome from the Gordon SC President
	4. Welcome from Michelle Brattain, Chair, USGFC
	5. Approval of Minutes
	6. CORE Refresh: Rushed timeline; anecdotes: changes make sense; work lies with the registrar for banner and degree works; language is being pushed to syllabi in some institutions; foreign language courses need to modify to fit the language; GSW has created an ad hoc committee to answer questions---one committee per letter of the word IMPACTS---can all area B courses fit into the letter I; how is the USG going to assess the changes once made, and how will the assessment affect fund distribution; at least 3 credit hours in each section---not a range, be specific.
	7. Post-Tenure Review: Concern about faculty put on performance review and the amount of time allowed to correct the issues; faculty reviews should be completed in a timely manner; deans should ensure that department chairs stay with the timeline; faculty with unsatisfactory review should have one year to improve; the timeline is crucial and be done within the timeline. Discussion regarding outside letters and the due time for portfolio. Some concern over the abbreviated time and advancing the due date for tenure for getting your portfolio together.
	8. Email the GCSU timeline for tenure to Michelle Brattain (USGFC president)
	9. In some cases, administration is not consulting faculty. Dr. Perdue said he would not approve one size fits all (but he is).
	10. USG policies should be viewed by faculty in advance. In some cases, the provost will endorse all BOR proposals. Ask Dr. Monga in the future to get faculty input early on in processes, as we are key stakeholders.
	11. Administrators: are they faculty or administrators? What line provides their pay?
	12. Sonny Perdue, USG Chancellor
		1. MAP redraw state legislature: Dec. 8 special session; 66 million surplus- unsure where it will go; restore a portion of the past 10% is what he proposes; M and O is already set; utility costs are higher; he is trying to address this; lay groundwork for a formula change; working to get the legislature to understand school’s operating expenses; Stuart Rayfield invested at Columbus state; they are involved in a few president searches- procedure seems awkward, but we do get consensus; his take on governance and the current presidents is positive; he strives to be transparent. Enrollment is everyone’s job, and retention is our job. …up .9500 students 3 % system wide; we are targeting 40 % of GA high school grads…match letters…metrics look good. Students are now our customers…
		2. CORE: He is aware about the rapid timeline and operational challenges; he is a ‘faster’ guy….. 10%...? taking funds from underperforming schools…re the incentive- trying to sort out the metrics…example---if there are doctoral programs; what is going on in rural GA---access to AP classes, and the quality of student we admit; budget---BOR are just the allocators, they cannot do COLA.
		3. Looking at loans…debt load…and trying to reduce student fees.
		4. Tuition increases….and fee increases last year…he was told to stop. Will have a tuition proposal increase this year.
		5. Asking the chancellor to send out a letter to us as he did once before; address the core, and free speech vs. hate speech. We should be teaching speech and the public square, but emotions are high; he has talked with Biden, and concern for campus safety. Also assure faculty about their academic freedom.
	13. Dr. Ashwani Monga, USG Chief Academic Officer
		1. Sonny Purdue pushed to get CORE refresh done sooner!He relies on the Provosts to get the info out. We are asking for faculty input. He did not get any messages from faculty. Faculty must be engaged. The board website has everything posted. History and English RAC were looking at this, and not requiring a foreign language. All this predates Monga term. Foreign language---do they fit? Nothing is telling us to add courses. Keep foreign language optional.
		2. Theyset broader outcomes. The why of the core refresh is to attract students, and graduate students. He is not interested in doing audits to chase the 20 % who will not comply. He wants people to buy into the core and the value of the core.
		3. Much discontent among FC members saying we did not have input along the way. Monga cannot communicate it out before the board sees it. GEN ED members were in on the conversations. Discussion of Denley history and how he shut out faculty. Asking for a newsletter and or letter from Monga to perhaps communicate with faculty.
		4. Working group established to discuss the 33% summer pay. Business procedure manual addresses this.
		5. Cost of meds; cyber threats; need more help with software and licenses; CIO is working on it and talks with various institutions.
		6. 2.2 selection of presidents was a policy change in May 2022
		7. AAUPcensure does not appear to be a factor re: large number of applications for president. Slots. We need to convey to AAUP we have confidence in BOR. President makes final tenure decisions, and BOR.

**VI. Unfinished Business**

1. There was no unfinished business.

**VII. New Business**

1. **University Senate Agenda and Minutes Review**
	1. **Tentative Agenda November 17, 2023**
		1. Motions: None.
		2. Reports: Administrative reports and committee reports will also be agenda items.
		3. Supplemental Items of Business: None.
	2. **University Senate Minutes Review** A **Motion** *that the DRAFT minutes of the 20 Oct 2023 meeting of the 2023-2024 University Senate be circulated for university senator review* was made and seconded. **The motion to circulate the minutes was approved.**

**VIII. Open Discussion**

1. There was no open discussion.

**IX. Next Meeting**

1. **Calendar**
	1. University Senate Meeting – Friday, November 17, 3:30 p.m., Arts & Sciences 272
	2. ECUS Meeting – Friday, January 5, 2:45 p.m., Parks Hall 301
	3. ECUS+SCC Meeting – Friday, January 5, 3:30 p.m., Parks Hall 301
	4. University Senate Meeting – Friday, January 19, 3:30 p.m., Arts & Sciences 272
2. **Tentative Agenda** Some of the deliberation today may have generated tentative agenda items for ECUS and ECUS-SCC meetings. Rob Sumowski will ensure that such items (if any) are added to the agenda of a future meeting of ECUS or ECUS-SCC.

**X. Adjournment**

1. As there was no further business to consider, a **Motion** *to adjourn the meeting* was made and seconded. **The motion to adjourn was approved and the meeting adjourned at 5:00 p.m.**

**XI. Supporting Documents**

1. There are two supporting documents.
	1. *Supporting\_FAPC\_SOS\_GSU.pdf* in support of the FAPC report.
	2. *Supporting\_FAPC\_SOS\_UGA.pdf* in support of the FAPC report.

**Distribution:** First, these minutes will be sent to committee members for review; second, they will be posted to the Senate website.

**Committee Name:** Executive committee of the university senate (ECUS) with standing committee chairs (SCC)

**Committee Officers:** Rob Sumowski (Chair), Catherine Fowler (Vice-Chair), Alex Blazer (Secretary)

**Academic Year:** 2023-2024

**Aggregate Member Attendance at Committee Meetings for the Academic Year:**

**“P” denotes Present, “R” denotes Regrets, “A” denotes Absent**

|  |  |  |
| --- | --- | --- |
| Acronyms |  | EFS = Elected Faculty SenatorCoAS = College of Arts and Sciences; CoB = College of Business; CoE = College of Education; CoHS = College of Health Sciences |
| Meeting Dates | 9/1 | 10/6 | 11/3 | 1/5 | 2/9 | 3/1 | 4/5 | P | R | A |
| Alex Blazer*EFS, CoASECUS Secretary* | P | P | P |  |  |  |  | 3 | 0 | 0 |
| Cathy Cox*University President* | R | R | R |  |  |  |  | 0 | 3 | 0 |
| Nicholas Creel *EFS, CoBT**ECUS Member* | P | P | P |  |  |  |  | 3 | 0 | 0 |
| Jennifer Flory*EFS, CoAS**Chair Emerita* | P | P | P |  |  |  |  | 3 | 0 | 0 |
| Catherine Fowler*EFS, CoHS, ECUS ECUS Vice-Chair* | P | P | P |  |  |  |  | 3 | 0 | 0 |
| Lamonica Sanford*EFS, Library**ECUS Member* | P | P | P |  |  |  |  | 3 | 0 | 0 |
| Costas Spirou*Provost* | P | R | P |  |  |  |  | 2 | 3 | 0 |
| Rob Sumowski*EFS, CoE**ECUS Chair* | P | P | P |  |  |  |  | 3 | 0 | 0 |
| Andrew Allen*APC Chair* | P | P | P |  |  |  |  | 3 | 0 | 0 |
| James Trae Welborn*DEIPC Chair* | P | R | R |  |  |  |  | 1 | 2 | 0 |
| Stephanie Jett*FAPC Chair* | P | P | P |  |  |  |  | 3 | 0 | 0 |
| Brad Fowler*RPIPC Chair* | P | R | P |  |  |  |  | 2 | 1 | 0 |
| Greg Glotzbecker*SAPC Chair* | R | R | R |  |  |  |  | 0 | 3 | 0 |