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AGENDA

UAF FACULTY SENATE MEETING #179

Monday, December 5, 2011 1:00 p.m. – 3:00 p.m.

501 Akasofu Building (IARC)

Room changed from 401 to 501, 12/1/2011.

		Room changed from 401 to 301, 12/1/2011.	
1:00	I	Call to Order – Catherine Cahill A. Roll Call B. Approval of Minutes to Meeting #178 C. Adoption of Agenda	4 Min.
1:04	II	Status of Chancellor's Office Actions A. Motions Approved: None B. Motions Pending: None	1 Min.
1:05	III	A. President's Remarks – Cathy Cahill B. President-Elect's Remarks – Jennifer Reynolds	0 Min.
1:15	IV	 A. Provost's Remarks – Susan Henrichs B. Vice Provost's Remarks – Dana Thomas 	0 Min.
1:25	V	 New Business A. Motion to approve a Certificate in Baking and Pastry Arts, submitted by Curricular Affairs (Attachment 179/1) B. Motion to amend the title of the General Education Objectives and St Learning Outcomes Motion of May 2, 2011, submitted by Curricular (Attachment 179/2) C. Motion to revise the Curricular Affairs Committee Membership in the Senate Bylaws, submitted by Curricular Affairs (Attachment 179/3) 	Affairs
1:40	VI	Discussion Items A. Program Review Outcomes – Susan Henrichs B. Moldy Courses – Susan Henrichs C. Master's Degree Awards Ceremony – All D. "I" – Incomplete Grading Policy – Rainer Newberry	0 Min.
2:00	BREA	ıK	
2:10	VII	Public Comments/Questions	5 Min.

2:15 VIII Guest Speaker Barbara Taylor, Director - URSA 15 Min. A. Topic: Undergraduate Research and Scholarly Activity Governance Reports 2:30 IX 5 Min. Staff Council – Pips Veazey A. ASUAF – Mari Freitag, Robert Kinnard В. UNAC – Jordan Titus C. UAFT – Jane Weber Members' Comments/Questions/Announcements 2:35 X 20 Min. Announcements A. B. Chair Comments / Committee Reports (as attached) Curricular Affairs – Rainer Newberry, Chair (Attachment 179/4) Faculty Affairs – Andrew Metzger, Chair Unit Criteria – Perry Barboza, Chair Committee on the Status of Women - Jane Weber, Chair (Attachment 179/5) Core Review Committee – Latrice Laughlin, Chair Curriculum Review – Rainer Newberry, Chair Faculty Appeals & Oversight Faculty Development, Assessment & Improvement – Josef Glowa, Chair (Attachment 179/6) Graduate Academic & Advisory Committee - Orion Lawlor, Chair (Attachment 179/7) Student Academic Development & Achievement – Cindy Hardy, Chair (Attachment 179/8)

Research Advisory Committee – Peter Webley, Orion Lawlor, Co-chairs (Attachment 179/9)

C. Other Comments

2:55 XI Adjournment

ATTACHMENT 179/1 UAF Faculty Senate #179, December 5, 2011 Submitted by the Curricular Affairs Committee

MOTION:

The UAF Faculty Senate moves to approve the Certificate in Baking and Pastry Arts.

EFFECTIVE: Fall 2012

Upon Board of Regents approval.

industry standards and competencies set forth by the American Culinary Federation Education Foundation Accrediting Commission (ACFEFAC). We plan to apply for programmatic accreditation with the ACFEFAC within the next two years.

Proposed Catalog Layout:

UAF Community and Technical College College of Rural and Community Development 907 455 2800 www.ctc.uaf.edu

Certificate

Minimum Requirements for Certificate: 30 credits

The culinary arts program prepares students for a career in this expanding field. Graduates can seek employment in food production or in management of restaurants, bakeries, hotels, hospitals, camps or any other facility that requires food service as part of its operation. This department offers both an associate degree and a certificate.

1.	Complete the general university requirements.
2.	Complete the certificate requirementsr
	CAH 256 Restaurant & Hospitality Cost Management (2 credits) CAH 255 Human Resource & Supervision in Hospitality (3 credits)
3.	Complete the following courses: CAH F101 – Introduction to the Culinary Field 1 cr CAH F140 – Culinary I – Principles and Techniques 4 cr CAH F146 – Introduction to Baking & Pastry 4 cr CAH F150 – Food Service Sanitation 2 cr CAH F248 – Intermediate Baking & Pastry 4 cr
	Choose 6 9 credits from the following:CAH F117 – Art in Cake Icing

CAH F161 – Pastry Tube Art	1.5 cr
CAH F171 – Gourmet Baking	
CAH F230 – Menu	



10. Number* of new TA or faculty hires anticipated (or number of positions eliminated if		11. Number* o	of TAs or faculty to be rea	assigned:	
anticipated (or number of page a program deletion):	oositions eliminated if	Graduate TA			
a program detection).		Adjunct			
Graduate TA		Term			
Adjunct		Tenure track			
Term					
Tenure track		Former assignment of any reassigned faculty: For more information see page of the attached summary.			
12. Other programs affected				·	
Program Affected	Anticipated Effec	I	Program Affected	Anticipated Effect	
None					
Page number of attached s	ummary where effects o	on other prograi	ms are discussed:		
13. Specialized accreditation program certification need all that apply or 'none': No	ed or anticipated. List	14. Aligns with University or campus mission, goals, core themes, and objectives (list):			
		Page in attach	ed summary where align	ment is discussed:	

15. Strite Steets met by th01Tf0Tc4.090TdTc0.2280Td(mission,)Tj/C2_01dQl1issTf80.0001Ql1isTd8Q003>Tj/TT01Tf0.00081Tf0.0021T864554.76

Page in attached

ATTACHMENT 179/2 UAF Faculty Senate #179, December 5, 2011 Submitted by the Curricular Affairs Committee

MOTION:

The UAF Faculty Senate moves to amend the title of the general education objectives and student learning outcomes adopted by the UAF Faculty Senate at Meeting #175 on May 2, 2011 to clarify the undergraduate degrees to which the objectives and learning outcomes apply.

EFFECTIVE: Spring 2012

RATIONALE: In May 2011, the General Education Revitalization Committee proposed a new set of objectives and student learning outcomes intended to be used for all of UAF's baccalaureate degrees and two of UAF's associate degrees. These were adopted by the UAF Faculty Senate at meeting #175, held May 2, 2011, for the purposes of developing the next general education strategy and the strategies to be used in assessing it. Through unintentional oversight, only BA and BS degrees were listed, omitting the six other baccalaureate degrees offered at UAF. The proposed amendment brings the wording in line with the intended scope of the general education objectives and student learning outcomes.

See the full motion at:

http://www.uaf.edu/uafgov/faculty-senate/meetings/2010-2011-meetings/#175

CAPS = Addition

[[]] = Deletion

General education objectives and learning outcomes for the undergraduate students seeking [[BA, BS,]] **BACCALAUREATE**, AA, and AS degrees at the University of Alaska Fairbanks.

ATTACHMENT 179/3 UAF Faculty Senate #179, December 5, 2011 Submitted by the Curricular Affairs Committee

MOTION:

The UAF Faculty Senate moves to amend the Bylaws of the Faculty Senate, Section 3 (Art. V: Committees) at subsection E.1, addressing ex officio membership of the Curricular Affairs Committee

EFFECTIVE: Immediately

RATIONALE: The Curricular Affairs Committee recognizes that it may be productive and helpful in furthering the committee's business to add non-voting ex officio members serving short terms on an as-needed basis.

CAPS = Addition

[[]] = Deletion

Section 3 (ART V: Committees), subsection E.1:

The Curricular Affairs Committee will deal with curricular and academic policy changes on all levels except the graduate level.

IN ADDITION TO THE NON-VOTING EX OFFICIO MEMBER(S) APPOINTED BY THE PROVOST, THE COMMITTEE MAY ADD NON-VOTING EX OFFICIO MEMBERS FOR ONE-YEAR TERMS AS DEEMED NECESSARY.

ATTACHMENT 179/4

UAF Faculty Senate #179, December 5, 2011 Submitted by Curricular Affairs Committee

Minutes: Curricular Affairs Committee Meeting Nov. 9, 2011 3:30-4:30 pm Kayak

Voting Members present:

Rainer Newberry (chair); Anthony Arendt; Jungho Baek; Brian Himelbloom (audio); Diane McEachern

(audio); Todd Radenbaugh (audio); Debbie Moses; Retchenda George-Bettisworth;

Voting Members absent: Carrie Baker

Ex officio members present:

Libby Eddy for Mike Earnest (audio); Linda Hapsmith (audio); Carol Gering.

Ex officio members absent: Doug Goering; Dana Thomas

OLD Business

Approval of October meetings minutes

October 12 and 26 minutes were approved as submitted.

Recent GERC issues report

Dave V. noted that Carrie (who couldn't make it today) had the meeting notes. Report postponed.

Stacked courses report

Anthony reported that they just obtained all the mailing lists from Colleen Abrams. He'll contact Dana Thomas about using SurveyMonkey. It was agreed that the deadline for surveys should occur at the end of the semester.

'I' issues (see new business)

Rainer gave a quick recap of the latest discussion ideas for this topic. Serious consideration is being given to reducing the completion time to a semester, with further extensions agreed to in writing beyond that time frame. More discussion occurred later as BOR policies were reviewed. The matter is also being discussed on the faculty senate discussion group.

Proposed motion:

The UAF Faculty Senate moves to require that all new courses offered wholly or in part by <u>ASYNCHRONOUS</u> distance delivery, and all existing courses adapted or converted to <u>ASYNCHRONOUS</u> distance delivery, must be approved by the appropriate subcommittee of the Faculty Senate -- continue sitting on this puppy??? In lieu of...

Discussion of this issue was postponed.

New business: Review of BOR policies attached and sent out Monday, Nov. 7) Items for discussion:

UAF Faculty Senate policy states that "One academic credit hour of non-laboratory instruction at UAF will consist of a minimum of 800 minutes of instruction" (FS meeting #3, March 25, 1988). It is understood that an average student will be expected to spend 1600 minutes of study and preparation outside of class in order to meet the learning objectives for the unit of credit in lecture.

Given the above information the formula used for computing credit/contact hours is 800 minutes (13.3 hrs) per credit. This equates to approximately 1 hour of lecture per week for a normal 14 week semester. The number of minutes required for one credit of laboratory (1600 or 2400) **depends on the amount of instruction given during the lab**. For typical science and engineering labs where students work with teaching assistant guidance performing preset exercises, 2400 minutes (3 hours/week/credit for a 14 week semester) is used. For labs in which a faculty member interacts with students and provides feedback throughout the laboratory period (clinical labs, art studio, automotive technical labs) 1600 minutes (2 hours/week/credit for a 14 week semester) is used. A course submission with a lab component should include a justification for the number of minutes of lab per credit employed.

Note difference between this and the BOR policy, which is simply 3 hours of lab/wk = 1 credit 1.

3. Transfer policies -- not in compliance?

Agenda item number 5 (general education) was also discussed with this item.

R10.04.060 says "maximum recognition of courses satisfactorily completed will be granted to transfer students toward satisfying requirements..." However, credit is not necessarily being transferred easily to UAF from the other MAUs. What does maximum recognition mean?

Our core and the general education requirements that are still being developed go beyond the UA regulations. Do we back-peddle or maintain what we see as valuable to our students which is 34 credits plus learning objectives and outcomes. Should we recommend more be added to the UA regulations? How do we harmonize the requirements across the MAUs? More discussion will take place about this at the next meeting.

Suggestion made to change language at R10.04.040 B: Credit Distribution for the Common Core of the General Education Requirements... Remove the phrase "the Common Core of" from the first sentence. Doing so would allow each MAU more flexibility to define their general education requirements.

Discussion on this topic will continue at the next meeting.

4. A+???

Rainer recommended for fairness' sake assigning a value of 4.3 to the A+ grade. Dave V. reminded everyone that this same proposal had gone over like a lead balloon at the Administrative Committee last year. Rainer thought it was worth pursuing again at this time, noting that a student (ASUAF President Mari Freitag) had raised the topic of plus/minus grades at the Faculty Senate meeting. Recommending a change would go far toward appearing the students who are unhappy with plus/minus grading already.

Linda H. mentioned that Oregon and Arizona State have the A+=4.3. Anthony A. asked about instructors who grade on a curve. Some discussion followed on what a plus grade actually means, and its potential abuse.

Rainer will bring the issue back to the Administrative Committee again.

5. GERC? As in general education--

C. Create a motion to add representative from CDE as permanent non-voting member?

All present voted to add Carol Gering as an ex officio member to represent CDE in Curricular Affairs. The bylaws will be examined to see if a formal motion needs to go before the senate.

[The CAC bylaws do not address ex or	officio membership.
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Curricular Affairs Committee Meeting Minutes

Oct 26 2011 3:30-4:30 pm Kayak

Voting members present:

Rainer Newberry, Chair; Anthony Arendt; Carrie Baker; Dave Valentine; Debra Moses; Jungho Baek; Todd Radenbaugh (audio).

Voting members absent:

Brian Himelbloom; Diane McEachern; Retchenda George-Bettisworth.

Non-voting members present:

Dana Thomas; Linda Hapsmith; Libby Eddy, Doug Goering, Donald Crocker

Guest: Carol Gering

Taking notes: Jayne Harvie

A. OLD Business

1. Recent GERK issues (chairperson, etc) —comments by Dave/Carrie

The committee meets this Friday, October 28, so nothing new to report at this time. Chair Alex Fitts is reviewing previous work of the committee, Dana noted to explain the delay for the meeting.

2. 'Stacked' courses -- comments by Tony

Tony mentioned that they now had lists of both faculty and students who've taught/taken stacked courses. They'll be using this info to distribute their surveys over the next several weeks. Rainer asked about a deadline for responses, but Tony noted that one hadn't yet been set.

3. Incompletes....cont.

A. Presentation by Carol Gering RE steps CDE is taking to reduce I's and F's

Carol provided hand-outs (copies attached) for Online, semester-based courses vs. Paper-based, semester-based courses, depicting the percentages of Incompletes given by academic years 2006-07 through 2010-11 by semester, along with the percentages of Incompletes that became Fs.

She noted that for online, semester-based courses, the percentage of Incompletes decreased from 23% down to 8%, which is a significant improvement. She also noted that CDE is getting away from semester-long paper-based courses, but not from year-long paper-based courses which still serve students who are incarcerated. The goal is to have all semester-based courses online. In the meantime, semester-length paper-based courses are phased out when they come in for changes, and no new ones are being created. The exception is for high-demand courses which are still available as semester-based paper-based courses (until the online versions are created).

Rainer asked why the downward trend in percentages for Incompletes for online courses was occurring. Carol explained that they've instituted a number of improvements, working heavily on course design and pedagogy and learning theory for distance and online courses. About two years ago they switched direction and started paying attention to how the courses are being taught – instructor response time; seven principles of good education – rapid feedback and instructor presence; clear directions, welcome e-letter; if a student doesn't do anything in the first two-weeks then instructors note that on a roster and CDE support staff call those students.

Rainer noted that Pete said only a number of courses have gone through this augmentation, Carol responded that all courses are undergoing quality improvement. Also, the payment model is changing. The practice has been to use paper-graders who are paid per lesson

graded. The new pay model is cohort based, emphasizing interaction between students and with the instructor. Rainer asked how they know that this is effective thus far. Carol said she could explore that further for the committee.

Linda asked what the percentage is of instructors under the new pay model, and Carol responded that about half of the online courses are under the new pay model. (Some instructors teach multiple courses.)

Rainer observed that the number of F grades hasn't dropped. Carol asked about a comparison between distance and classroom courses for this aspect. Rainer said it's 20% vs. 35-

on grades be done that faculty would use to then notify students. Getting a comparison of first half vs. latter half of the year in terms of the grades would be useful.

Everyone agreed on further discussion, getting more data, telling students what ideas are being considered, and pursuing some form of notification.

B. Suggestions by Mike E regarding Exceptions to I F???

Item B wasn't discussed as Mike was not present.

4. Proposed motion:

The UAF Faculty Senate moves to require that all new courses offered wholly or in part by <u>ASYNCHRONOUS</u> distance delivery, and all existing courses adapted or converted to <u>ASYNCHRONOUS</u>

Everyone agreed that it was too soon for this motion to go before the senate. It should go back to the discussion board and Carol is encouraged to comment further. She was also invited to continue meeting with the committee on a regular basis.

Carol mentioned the fact that there are 15-30 course revisions and developments being reviewed by CDE each semester.

BH comments RE CDE presentation today [He wasn't able to be at the meeting and this comment was included in the agenda.]

"Thank you for the explicit 4-step details, including the required 8-p form, regarding the quality mechanism established by the Center for Distance Education (CDE). I believe that the CDE process will alleviate concerns that the Faculty Senate has regard

2. Recent GERC issues (chairperson, etc) —comments by Carrie Baker

Alex Fitts was chosen by the GERC to chair the committee. She's a good fit for the position because she's a full professor with general education background. She will be a voting member of the committee.

The GER Committee decided upon a two-thirds' majority standard for decision-making; though they may be able to use the consensus method based on the committee's past experience.

CEM membership is still lacking; Doug Goering is still talking to Rajive Ganguli.

The representative for the A.A. program will be Mahla Strohmaier, but in her absence (family medical leave) Arvid Weflen has agreed to substitute.

Pete P. asked about having Michael Koskey on the committee to represent the university's mission regarding Alaska Natives. Carrie said the committee had initially considered his nomination as a rep from Rural Development, which is a relatively small department; but, in this broader context they would be willing to consider him again. Pete will write an email statement for Carrie to take to the committee.

Linda Hapsmith noted that Latrice L. and Leah Berman will rep for Math, depending upon what fits into their teaching schedules.

Rainer asked the group if there was a consensus on having Alex Fitts chair the GERC, and the answer was yes.

- **3. 'Stacked' courses --** Tony was not able to present at this meeting, so the topic will be taken up at the next committee meeting.
- 4. NON-UAF courses taught AT high schools FOR high school students with UAF 100-level designators—Rainer Suggestion: students

Rainer clarified that the courses under discussion are those which are non-UAF courses taught at high schools and designed specifically for high school students. Curriculum Review Committee is seeing them proposed more frequently for the purpose of attracting the students to a particular field of study (e.g., teaching, fisheries) and to UAF. The problem lies in the fact that instructors and schools wish the courses to have 100-level status so that students earn college credit while taking them at the high school. The issue becomes whether or not the course is rigorous enough to merit 100-level status. Right now, CRC has handled the course requests by approving them as trial courses only.

It's been suggested that the State of Alaska High School exit exam scores be used to gauge

Discussion: Faculty Senate is looking at the need for a policy to further define the exceptions to the rule that I turns to F. Everyone agrees that things like serious medical conditions or deployment of active military personnel quality for an exception. But, it's clear that many exceptions are being granted for much less serious reasons. Rainer asked the Registrar's Office for a listing of all the reasons that have been used, to help formulate better guidelines.

Brian H. mentioned the web page information he supplied about what other locations are using. Rainer noted it was too inclusive, citing example of "transportation difficulty."

Carrie B. asked about what the current policy is, and suggested sending it to all faculty to acquaint them with it and educate them about it.

Linda H. asked who gets to approve exceptions for I to F right now. Libby E. said there's a

ATTACHMENT 179/5 UAF Faculty Senate #179, December 5, 2011 Submitted by the Committee on the Status of Women

Committee on the Status of Women Meeting Minutes for November 15, 2011 2-3 pm, Gruening 718

Members Present: Jane Weber, Kayt Sunwood, Nilima Hullavarad, Melanie Arthur, Ellen Lopez, Jenny

Liu, Shawn Russell, Johnny Payne, Stefanie Ickert-Bond

Members absent: Derek Sikes, Jessica Larsen

1. Brown Bag Lunch Report. 11/4/11, 2.00-3.00pm, Women's Center,

Kayt gave an update on the brown bag lunch held on Nov 4th at Women's Center. The topic of discussion was "Having it All". It was decided that "Having it All" topic should be discussed again sometime later. Kayt mentioned a video recording will be available on the Women's Center blog.

accountability on what faculty gain from conference attendance in the form of thorough reports. They suggest waiting until after implementing this procedure before sending out a faculty survey so they can see what kinds of faculty development opportunities faculty are attending.

After some discussion, Kelly suggested that the committee design the survey and have it sent out to all faculty, not just those represented by UNAC, through the Provost's office. Joy feels that UNAC should do the survey since their funding is contingent on finding out what faculty want for development opportunities.

V. New Business

1. Policy and Regulations Review assignments:

Joy recommended approval of Faculty Senate president-elect Jennifer Reynold's revisions. We decided each committee member will read through the packet before our next meeting in December and report any issues at that time.

VI. Next Meeting: Tuesday, December 13, 2011, 10:00 – 11:00 am, Bunnell 222

V. Adjourned at 5:07 pm.

Respectfully submitted by Kelly Houlton.

ATTACHMENT 179/7 UAF Faculty Senate #179, December 5, 2011 Submitted by the Graduate Academic & Advisory Committee

ATTACHMENT 179/8

UAF Faculty Senate #179, December 5, 2011

Submitted by the Student Academic Development and Achievement Committee

Student Academic Development and Achievement Committee Meeting Minutes for October 11, 2011

Attending:

David Maxwell, Curt Szuberla, Allan Morotti, Dana Greci, Cindy Hardy, Amy Barnsley, Gabrielle Russell, Deseree Salvador

Agenda:

Chair and co-chair for this committee:

Cindy has volunteered to continue to chair this committee, but would like to have a rural co-chair. We will continue to look for a co-chair. We also reviewed the definition of the committee as described in the Faculty Senate bylaws. We will need to update this definition to fit changes such as the renaming of TVC as CTC. We will continue to work on this definition.

Learning Commons update:

Amy will contact Rheba Dupras to set up a meeting with the library about progress on the Learning Commons and support from new library dean.

Committee topics for AY11-12:

Our core issues are student success and student retention. We discussed areas that committee members considered important to address. The science/math faculty on the committee felt that their students needed more writing across the curriculum and that their writing skills were an area of weakness in the students they see. This seemed to be a concern for social science faculty as well.

Accreditation follow-up:

Cindy reported that the Administrative Committee met with members of the accreditation team addressing the "Educate" theme. They wanted to know where the core themes came from and what level of participation faculty had in drafting the accreditation report.

Deseree will share a document on national graduation rates, "Time is the Enemy." She has sent this to Cindy, who will share it with us.

President Gamble's "Strategic Direction":

We discussed the idea "more students complete faster," concluding that this is directed mainly at traditional students who come to UAF prepared. We raised several questions for the committee to consider: Why are they not graduating in four years? How does this relate to the mission of our committee? Does this mean the certificate and associate degrees also need to be completed faster?

We noted that a Math bridge summer program has been implemented to better prepare students for university math expectations. However, this program is aimed for calculus-ready students.

We discussed the K-12 / college connection. How are we a part of this cycle? Do we want to explore this as a committee?

Allan reported on development of an Intro to Education class for high school seniors offered as online modules.

David asked if there is a document of demographics of students entering UAF, including SAT/ACT scores or pass rates for various "freshman" level classes. What classes are they passing or failing? He will formulate a set of questions and email it to Cindy for discussion at the next meeting. We will request data for questions that we feel we need to answer.

Other:

Next time we will discuss Sarah's document proposing tracking the reasons for student failure. Dana will research early college efforts already in place for further discussion on these partnerships. We will also look at current student success initiatives.

Next meeting: Tuesday, November 15, 12:30-2pm

ATTACHMENT 179/9 UAF Faculty Senate #179, December 5, 2011 Submitted by the Research Advisory Committee

Research Advisory Committee Meeting Minutes - November 18th 2011

Attending: Orion Lawlor, Peter Webley (chair), Sarah Hardy, Joanne Healy, Roger Hansen, Kris Hundertmark and John Heaton

Visitor: Barbara Taylor (URSA director)

Meeting started at 1:10 pm in WRRB VCR conference room

1.

Barbara would like URSA to help faculty in their grant writing by being part of the broader impacts of their proposals

URSA will use Google sites as the means to provide information to all as well as for uploading of interesting projects and student information (https://sites.google.com/a/alaska.edu/ursa/

3. FAQ document

We need to get the document finally edited and then viewed by Cathy and Jennifer so we can pass it to Joy Morrison and add it to the Faculty Development workshops and link from websites.

4. Changes to bylaws

On the suggestions of Orion and through the consequence of the group these were edited to allow any research faculty who is a member of the committee to be chair as long as one of the chair and co-chair is a faculty senate member.

Additionally that president and president-elect of the faculty senate would be ex-officio members.

Peter Webley was nominated an elected chair Orion Lawlor was nominated and elect co-chair

5. Other items

Flora Grabowska presented at Faculty Senate on open access journals and we though it a good idea that she comes to talk with us on this at December meeting.

URSA director, Barbara Taylor might come to talk to us at November meeting on URSA activities.