

Proposition: 12-23/24

Proposal Type: Bill Resolution Memorial Joint Proposition Other
(If Joint proposition, also select type)

Title: Revision to the Bylaws of the Faculty Senate of New Mexico State University.

Date Submitted: March 27, 2024

Sponsor(s): Gaylene Fasenko

Proposed Committee: Curriculum & Programming

Prior Approvals: Regents Policy 2.10 defines a procedure for non-academic unit organizational changes. A change in the non-academic (administrative) units (reorganization, reporting, and change to administrative titles) was ratified by the Board of Regents at the July 14, 2023 Board of Regents meeting.

Proposal: To make revisions to the Faculty Senate Bylaws, to clarify and streamline the Bylaws as well as to account for the reorganization and administrative title changes of NMSU administrative leadership. See attached document for proposed changes.

Rationale: The Faculty Senate Bylaws must be revised to account for administrative title changes and to clarify and streamline the Bylaws.

Amended ~~03/2021~~ 04/2024

NEW MEXICO STATE UNIVERSITY FACULTY SENATE BYLAWS

Section A. Composition of the Senate

1. ~~Section III, Article III, Section 1~~ of the Faculty Senate Constitution requires that 23 senators be allocated among the various colleges on the Las Cruces campus based on the number of unduplicated primary majors in each college and that an additional 23 senators be allocated among the various colleges based on the number of faculty in each college. The procedure for calculating these allocations is given below:
 - a. For the number of senators allocated based on the number of majors, determine the fraction of majors in each college by dividing the number of majors in each college by the total number of majors.
 - b. Multiply the fractions obtained in step a above by 23 and truncate the result to an integer.
 - c. If the number of senators allocated in step b above does not total 23, rank order from largest to smallest the remainders from step b above and then starting with the largest remainder, add one additional senator to as many colleges as necessary until a total of 23 senators has been allocated.
 - d. In the event that two or more colleges have identical remainders for the allocation of the final senator, the allocation will be done by drawing lots by the senior senators from the affected colleges.
 - e. Repeat steps a-d above using the number of faculty instead of the number of majors to allocate the remaining 23 senators. (FS 03/15)
2. The ex-officio non-voting members of the Faculty Senate are the holders of the following positions (or their designees):
 - a. ~~Chancellor~~ President
 - b. ~~President~~ Provost and Chief Academic Officer
 - c. ~~Provost~~ Chancellor, NMSU System Community Colleges
 - d. ~~Chief academic officers of each Community-College~~ Chancellor, NMSU Global
 - e. ~~Academic and Service College Deans of the academic colleges, the Graduate School, the Honors College, the Library, and the~~
 - e-f. Director of the Cooperative Extension Service
 - f-g. Director of the Agricultural Experimental Stations
 - g-h. ~~Chair and Faculty Senate liaison~~ of the NMSU Employee Council
 - h-i. Chair of the Graduate Council
 - i-j. President of the Associated Students of New Mexico State University (ASNMSU)
 - k. ~~Chair or Designate~~ President of the Graduate Student Council (FS 03/17)

Ex-officio members may submit propositions ~~only under the condition that a Faculty Senator is a co-sponsor in conjunction with a voting member of the Faculty Senate.~~ (FS 12/15)

3. Replacement of Senators ~~C~~ompleting ~~t~~erms
The senior Senators for each ~~of the 14 college faculty senate voting groups who are finishing their terms~~ are responsible for conducting ~~an~~ elections to replace ~~outgoing Senators, themselves before the final Faculty Senate meeting of the spring semester, Elections shall be completed by the last day in March and will~~ following constitutional processes to ensure positions are advertised and voting is accessible to all eligible faculty. (FS 03/21) Incoming senators for the next academic year will

Formatted: Font: Bold

Formatted: Font: Bold

Formatted: Underline color: Dark Gray

Formatted: Indent: Left: 1", No bullets or numbering

be installed at the final Faculty Senate meeting of the spring semester. (FS 03/21) Committee assignments for the upcoming year will also be determined prior to the last Faculty Senate meeting of the academic year, announced at the final Faculty Senate meeting of the spring semester. Prior to the last Faculty Senate meeting, members of each of the 7 standing Ccommittees will caucus and select Chairpersons, by the end of the spring semester. These new Chairpersons are also automatically appointed to the Senior Leadership Committee (SLC) for the upcoming year. (FS 02/19) Prior to the last faculty senate meeting of the year, members of each of the nine faculty senate representative groups will caucus and elect one person from their representative group to serve on the Senate Leadership -Committee.

At the final Faculty Senate meeting of the year, the seven standing committee chairs and the Senators elected to the SLC from each of the 9 representative groups will caucus, as the new members of the SLC, to elect a Chair. The Chair of the SLC will also serve as the Vice Chair for the Faculty Senate.

4. Grounds for Removal of Senators.

Attendance: Being elected by your faculty colleagues to represent their voice in comes with the responsibility of helping to advance initiatives through the Senate that benefit your peers. The work of elected senators on Standing Committees and during regular Faculty Senate meetings cannot happen without their regular attendance. For the majority of Senators, the minimum commitment to Faculty Senate is to attend and engage in the discussion at the 10 faculty senate and 10 standing committee meetings that occur during the academic year (spring and summer semesters.) While attendance at all meetings is not a firm requirement, Senators that are continually absent from or disengaged during meetings will be asked to evaluate if their schedule permits fulfillment of their elected duties in Faculty Senate. If senators do not commit to fulfilling their Senatorial duties through improved attendance they will be asked to resign. If the senator's attendance does not improve and they refuse to resign more formal steps to remove the Senator will be initiated.

Unprofessional Behavior: Because of the nature of the work in Faculty Senate, discourse and spirited discussions are anticipated. As elected faculty scholars representing your colleagues, the foundation of appropriate discourse is to challenge and debate ideas rather than attack individuals. Repeated incidents that violate this principle of discourse engagement and/or the professional decorum of any Faculty Senate meetings (i.e. name calling, yelling, use of profanity, directing demeaning comments at a person or group of people, or making verbal or written comments that defame the personal or professional reputation of a senator, ex officio member of Senate, or a guest) will lead to formal steps being taken to remove that Senator or group of Senators as members of Faculty Senate.

5. Procedure for Senator Removal.

- a) A request to remove a member of the Faculty Senate can be made by either:
- submitting a A written petition to either the Faculty Senate Chair or the Faculty Senate Vice Chair. It will be the responsibility of the Faculty Senate Vice Chair (Chair of the SLC) to ensure that the petition is provided to the SLC within one week of receipt. sign The petition must be signed by a minimum of either:
 - i) 40 15 faculty senators or
 - ii) 20 25 non-senate NMSU faculty members who are in the same voting group as the Senator(s) for which the petition was written.

The petition must describe the behavior/actions of the Senator that are the foundation for removal request. Efforts should be made to provide evidence when possible.

Formatted: Numbered + Level: 4 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 1.19" + Tab after: 1.43" + Indent at: 1.43"

Formatted: Indent: Left: 1.63", No bullets or numbering, Tab stops: 1.43", Left

Formatted: Indent: First line: 0.19"

Submission of a petition only guarantees that the information will be provided to the SLC for their consideration; it does not guarantee that the SLC will agree to a full review of the petition and/or removal of the Senator(s);

Formatted: Indent: First line: 0"

- a) In order to minimize any conflict of interest, and to maintain the integrity of the process, the Faculty Senate Chair, the Faculty Senate Vice Chair, and the members of the SLC will not be permitted to sign or submit any petitions. Such a motion shall describe the grounds for removal and must receive a 2/3 affirmative vote from the Faculty Senate to pass. (FS 02/19)

Formatted: Indent: Left: 1.44", First line: 0.19"

Section B. Duties and Responsibilities

Formatted: Font: Bold

1. Faculty Senator

The responsibilities of Faculty Senators are to:

- a. Regularly attend standing committee meetings to which the Senator has been assigned and Faculty Senate meetings, and meetings of assigned standing committees. Attendance may be whether in-person or through appropriate electronic media. (FS 03/21)
- b. Represent faculty from the individual Senator's home college or electing group.
- c. Actively pParticipate in all Faculty Senate meeting discussions and deliberations, sharing ideas, information, and concerns in a respectful manner.
- d. Report Faculty Senate activities back to faculty colleagues who are located in the same voting group as the to the individual Senator, 's home college or electing group (FS 02/19)

2. Faculty Senate Chair

The responsibilities of the Faculty Senate Chair are to:

- a. Conduct Faculty Senate meetings
- b. Ensure the minutes of Faculty Senate meetings are recorded and distributed to faculty posted on the Faculty Senate Website
- c. Attend or arrange for representation at standing committee meetings as requested by the committee chairs appropriate (FS 03/21)
- ~~d.~~ Consult with and help faculty and administrators develop propositions elicy and legislation
- ~~e.~~ dRepresent the Faculty Senate at any invited cabinet meetings held by the President and/or Provost to the Academic Deans Council by:
- ~~i.~~ Attending all Academic Deans Council meetings ii. Consulting with the SLC concerning policies proposed by the Academic Deans Council iii. Reporting Academic Deans Council actions to the Faculty Senate
- ~~f.~~ e. Represent the Faculty Senate to the Board of Regents by:
 - i. Attending all Board of Regents meetings
 - ii. Reporting Faculty Senate actions and faculty sentiments to the Board of Regents
 - iii. Reporting Board of Regents actions to the Faculty Senate iv. Meeting one-on-one with the Chair and Vice Chair on a regular basis (at their request)
- ~~g.~~ f. With the Vice Chair, represent Faculty Senate and faculty concerns at regularly scheduled meetings with the Chancellor, President, and Provost or their designees;
- ~~h.~~ g. Hold regularly scheduled office hours to discuss issues and policies with faculty and others
- ~~i.~~ h. Represent the Faculty Senate and the faculty to various individuals and groups as required and as appropriate
- ~~j.~~ i. Serve on other University committees and boards as required
- ~~k.~~ j. Ensure Shared Governance is distributed throughout the Faculty Senate standing committees, by annually selecting-appointing Faculty Senators or faculty at large e to representatives to serve on university committees (FS 03/21)

k. Ensure Faculty Senators' experiences and expertise are distributed among the Faculty Senate standing committees (FS 03/21)

l. Ensure senate workload is distributed among Faculty Senate standing committees (FS 03/21)

m. Onboard the Chair-elect during the spring semester in which they were elected

n. Onboard the new Faculty Senators prior to the last Faculty Senate meeting of the academic year

3. Faculty Senate Vice Chair

The responsibilities of the Faculty Senate Vice Chair are to:

a. Serve as Chair of the SLC by:

i. Organizing SLC meeting agendas

ii. Conducting SLC meetings including directing the Recording Secretary to post associated meeting documents

iii. Working with the Recording Secretary to prepare minutes of SLC meetings

b. Attend standing committee meetings as appropriate-requested by the committee Chair

c. Consult with and help faculty and administrators develop propositions concerning policy and legislation

d. Fulfill constitutional responsibilities by:

i. Ensuring the eat integrity of Faculty Senate elections and that they are conducted in a timely manner by assisting the Senior Senators to run the elections

ii. Conducting Faculty Senate meetings in the absence of the Chair

e. Represent the Faculty Senate to the Associate Deans Advisory Council (ADAC) by:

i. Attending or arranging for representation at all meetings

ii. Consulting with the SLC concerning policy recommendations originating in the Associate Deans Advisory Council

iii. Reporting Associate Deans Advisory Council actions to the Faculty Senate

f. With the Chair, represent Faculty Senate and faculty concerns at regularly scheduled meetings with the Chancellor, President, and Provost or their designees

g. Fulfill the duties of the Faculty Senate Chair as their ~~Serve as~~ designee in their absence of the Chair

g. h. Provide onboarding information to the newly elected Vice-Chair,

i. Assist the Chair in onboarding of newly elected Senators,

4. Senate Leadership Committee

The responsibilities of the Senate Leadership Committee are to:

a. Elect the Vice Chair of the Faculty Senate

b. Initiate, carry out, or lead Faculty Senate discussions of such topics as it deems appropriate, including the formation of ad hoc or special committees

c. Review the implementation of any legislation adopted by the Faculty Senate and report on the status of that legislation to the Faculty Senate

d. Review the balance of the Faculty Senate Operating Budget and activity in that account once each semester

d. e. Review any petitions received to remove senators

e. f. Oversee the scheduling of the time and place of each regular meeting of the Faculty Senate

f. g. Review the status of all legislation from the prior year to determine if any should be reintroduced or modified and reintroduced to the Faculty Senate

g. h. Facilitate action on Faculty Senate emergency issues during breaks between regular academic semesters

Formatted: Underline color: Dark Gray

Formatted: Underline color: Dark Gray

Formatted: Indent: Left: 1.68", Space After: 0.25 pt, Line spacing: Multiple 1.13 li

Formatted: Underline color: Dark Gray

~~h.i.~~ Evaluate and select new propositions for inclusion on the Consent Agenda that are sufficiently routine or non-controversial in nature so as not to warrant discussion or consideration by a committee. The propositions included on the Consent Agenda must be distributed at least 24 hours in advance of the Faculty Senate meeting to allow for review (FS 10/16)

~~i.~~ ~~To advise the Chair on the representation of Faculty Senators to university committees (FS 03/21).~~

j. To advise the Chair and Vice Chair in ensuring that Faculty Senators' experiences and expertise are distributed among the Faculty Senate standing committees (FS 03/21)

k. To advise the Chair and Vice Chair to ensure senate workload is distributed among Faculty Senate standing committees (FS 03/21)

5. Senate Standing Committees

Meetings (administered in person and virtually) shall be simulcast through appropriate, secure electronic media, ensuring equitable accessibility to all attendees. Senators shall be marked present and will be afforded full rights of participation whether they attend in-person or via electronic media.

The responsibilities of the Senate Standing Committees are to:

a. Consider propositions referred to them as described in Article IX of the Faculty Senate Constitution

b. Develop and prepare for Faculty Senate consideration such policies and propositions as may seem beneficial to the University, particularly in areas suggested by their names

c. Through hearings and requests for information, draw on the resources of the University and its administrators to obtain data necessary for committee activities

~~d.~~ Create and constitute subcommittees consisting of individuals whom it designates, as needed; such subcommittees shall be chaired by a member of the constituting committee

~~d.e.~~ To represent the faculty senate at university committees across campus and report back to the appropriate faculty senate committees (FS 03/21)

~~e.f.~~ Specifically, for each committee the functions are as follows, (FS 03/21)

i. Budget and Resources Committee: To liaise with the President, ~~and~~ Provost, and Vice President for Administration and finance on all matters regarding budget; to advise and recommend on policies regarding finances throughout the University system; to make recommendations on salary structures and/or university salary equity studies; to assist with student fee recommendations; to recommend annually on changes to faculty senate representation and reporting from any new or existing committees at NMSU. (FS 03/21)

ii. ~~University Planning Faculty Success~~ Committee: To advocate on issues ~~of shared governance that influence faculty to be successful in their academic roles~~; to liaise on changes to university structure or policy, including colleges and departments which could inhibit or improve faculty success; to make recommendations on salary structures and/or university salary equity studies; ~~to assist with the promotion of the extension and outreach mission of the University~~; to ensure policy on Faculty annual performance appraisals and promotion and tenure are up to date and Faculty Senate proposals and university policy is applied consistently. (FS 03/21)

iii. Curriculum and Planning Committee: To recommend on curricula and degrees for approval through University Program Approval Committee; to review and recommend policies related to academic issues on teaching; to liaise with the units in the NMSU system, university, academic colleges and department on optimizing the effectiveness of in-person and online instruction; to liaise with the Chancellor, NMSU Global Vice Provost for digital learning initiatives. (FS 03/21)

Formatted: Indent: Left: 1.1", First line: 0.14"

- iv. Research and Creative Activity Committee: To liaise on matters to recognizes all forms of scholarship; to liaise with the VPR to advance NMSU as an R1 institution; to recommend ~~on~~ improvement on policies related to research; ~~to liaise on matters that recognizes all forms of scholarship~~; to assist with policy on intellectual property, ethical questions of misconduct in research or creative endeavor, conflict of commitment, and facilities misuse. (FS 03/21)
- v. Diversity Equity and Inclusion Committee: To recommend standards for the evaluation of teaching, and standards regarding promotion and tenure; to liaise on matters of diversion, equity, and inclusion with the Vice ~~President~~ Provost for Equity, Inclusion, and Diversity, ~~Equity, and Inclusion~~; to liaise across the university system on matters of staff training and education; to assist with building a robust university system. (FS 03/21)
- vi. Student Success Committee: To promote student success at all levels; to liaise with the Board of Regents Student Success Committee, ~~and the Vice President of Student Success, and the Assistant Vice President of Student Affairs and Student Engagement Student Success Center~~; to liaise with ASNMSU and the Graduate Student Counsel on all matters of joint interest; to propose and promote improvements to campus culture; to liaise with the Athletics Council. (FS 03/21)
- ~~vi.~~ Government and Community Relations: To closely liaise with the Assistant Vice President of Government and Community Relations to promote faculty initiatives and concerns to local and state elected officials; under the direction, training, and guidance of the Assistant VP Government and Community Relations represent NMSU faculty interests and lobby for faculty focussed initiatives at the various state legislative meetings and sessions; to liaise with the NMSU foundation to develop relationships that may lead to philanthropy towards faculty focused initiatives
- ~~f.~~ To represent the faculty senate at university committees across campus and report back to the appropriate faculty senate committees (FS 03/21)

Formatted: Indent: Left: 1.63", Hanging: 0.25"

6. Recording Secretary

Maintain Faculty Senate website and archives, schedule meetings / rooms, attend all Faculty Senate and SLC meetings; prepare meeting minutes, oversee and run the election for Faculty Senate Chair and other duties as directly related to Faculty Senate and assigned by the Faculty Senate Chair.

Formatted: Indent: Left: 1.88", No bullets or numbering

7. The Parliamentarian

~~The responsibilities of the Parliamentarian are to:~~

- a: Assist in interpretation of Constitution, Bbylaws, and Robert's #Rules of eOrder
- ~~b-a.~~ Attend all regular Faculty Senate Meetings and any special Faculty Senate meetings at the request of the Faculty Senate Chair ssist in the planning and conduct of meetings
- ~~c.~~ To ensure that parliamentary procedure is followed at all Faculty Senate Meetingsfaculty senators have an understanding of the roles, functions, operations, and resources of the Faculty Senate (FS 03/21)
- b.

Formatted: Indent: Left: 0.5", First line: 0.56", No bullets or numbering

Formatted: Indent: Left: 1.24", Hanging: 0.39", Space After: 0 pt, Numbered + Level: 2 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 1.24" + Tab after: 1.6" + Indent at: 1.1"

Section C. Standing Rules of the Faculty Senate

Rules of order adopted by the Faculty Senate are to supplement, modify, or extend the parliamentary rules of order specified in Robert's Rules of Order: (FS 05/80)

1. Should circumstances arise which require both the Chair and the Vice Chair of the Faculty Senate to be absent at the same time, an acting Chair shall be selected by lot from the Chairs of the Standing Committees of the Faculty Senate. (FS 05/80)
2. The Faculty Senate Chair may present a Consent Agenda at the beginning of a Faculty Senate meeting. Any item on the Consent Agenda may be removed at the request of any senator. Such a request is not open for discussion. Items not removed may be approved by majority vote of those senators present without debate. Removed items will be placed on the regular meeting agenda. (FS 10/16)
3. The initial introduction of legislation shall require a short (1-2 minute) presentation by one of the sponsors. No debate about the content of the legislation may occur during its initial introduction because the only action to be taken is assignment of the legislation to a committee. (FS 04/03)
4. Propositions submitted to the Faculty Senate will follow the format structure posted on the Faculty Senate Website and be provided in such quantities as specified by the Chair. (FS 05/80)
5. The motion for a roll-call vote will pass if approved by an affirmative vote of one-fifth of those present. (FS 05/80)
6. Proxy votes on a very limited and case by case basis may be approved are acceptable at Faculty by the Faculty Senate Chair, SLC Chair, or Standing Committee Chair. Proxy votes should be used as an exception not the norm. Meetings on a case-by-case basis as approved by the Faculty Senate Chair or Senate Committee Chair. Electronic participation and voting are permissible during all Faculty Senate, SLC and standing committee meetings, highly recommended in lieu of proxy votes. A request to Notice of intent to use a proxy must be given to the respective Chair and identification of the proxy must be made at least 24 hours prior to the standing committee meeting in question that will be missed. (FS 11/07) (FS 03/21)
7. All requests for information, studies, or other assistance submitted to the Faculty Senate will be referred to the appropriate committee by the Vice Chair of the Faculty Senate. (FS 04/72)
8. The results of the Faculty Senate Chair elections and/or referenda will be announced by the Chair of the Faculty Senate at the first regular meeting after the ballots have been counted. The vote totals and the percentage of votes received by each candidate shall be entered in the minutes. (FS 05/80)
- ~~8-9. Unless otherwise approved, the Faculty Senate Chair and the Vice Chair are the only members of Faculty Senate who shall be permitted to engage with members of the press on behalf of Faculty Senate. Senators and faculty at large can choose to speak to and answer questions from the media if they are clear that they are speaking on behalf of themselves.~~
- 9-10. At the last meeting of the Faculty Senate of the spring term of each academic year, the Chair and Vice Chair of the Senate, the Chairs of the standing committees of the Senate, and Senate representatives from each committee to which the Faculty Senate nominates or elects members shall make a report of the activities of the year, including recommendations to the Faculty Senate for any action that would improve the ability of their offices or committees to perform their duties, and future legislation. (FS 05/80)
- 10-11. The allocation of senators will be calculated per Article III, Section A of the Faculty Senate Constitution by the end of December-January each year for the upcoming academic year. Data for these calculations will be obtained from the Office of Institutional Analysis and will include:

Formatted: List Paragraph, No bullets or numbering

- a. Student headcount (unduplicated) by college based on the student's primary major as of the current fall semester census date; undergraduate and graduate student headcounts will be combined
- b. Full-time tenured and tenure-track faculty headcount by primary appointment college as of November 1 of the current year excluding faculty with administrative appointments at the college level or above and all faculty whose primary appointment is in Cooperative Extension
- c. All data are based on New Mexico State University, Las Cruces campus faculty and students
- d. The Vice Chair of the Faculty Senate will request from the Assistant Vice President of Institutional Analysis by October ~~1, 45~~ each fall semester the data needed for the calculation with a due date of November 30 (FS 11/11)

~~11-12.~~ A special motion to recommit unresolved legislation to a standing committee may be made by the Chair of the Faculty Senate if, in his/her/~~their~~ view, the question before the Senate has been so extensively modified by amendment that a final review of the legislation by a standing committee is desirable before the final vote. This special motion may be made by the Chair immediately prior to the final vote on a proposition. It must be seconded, is not debatable, requires a majority vote, cannot be reconsidered, and is amendable only with respect to the suggested committee assignment. (FS 05/80)

~~12. Evaluation Procedure~~

~~Once each academic year, the SLC may evaluate the performance of the Chair and Vice Chair of the Faculty Senate. The results of this evaluation will be provided to the Provost and to the respective academic department heads of Chair and Vice Chair. These evaluations can be used to account for the released time provided by the Provost and provide the Chair and Vice Chair with documentation of their performance to include their Faculty Senate service in their Annual Review of Faculty Performance.~~

- ~~a. Evaluations can be requested by the officers, the SLC, or any Faculty Senator~~
- ~~b. Each officer will provide a concise self-evaluation including a description of activities and accomplishments to the SLC for evaluation~~
- ~~c. Supplementary materials may be solicited by the officer being reviewed or the SLC and may include:

 - ~~i. Letters of evaluation from any relevant party, such as members of the NMSU administration, standing committee Chairs, SLC members, or any party with standing to provide comment~~
 - ~~ii. Work products or data that evidence activity or accomplishments related to duties~~~~
- ~~d. The Senate Leadership Committee will evaluate each officer, based on materials provided, using a 1 to 10 scale, with 10 being the highest score~~
- ~~e. The SLC shall compose a narrative performance evaluation to each officer that includes the numerical score.~~
- ~~f. A packet containing the self-evaluations, supplementary materials, and the SLC evaluation and numerical score will be forwarded to the President, Chancellor, and Provost as well as the respective academic Dean and Department Heads responsible for the officers' annual performance review (FS 05/90)~~

13. Discussion of business at hand shall be allowed prior to voting on a seconded motion to table. (FS 05/2019)

14. Prior to the last meeting of the Faculty Senate of the spring term of each academic year, faculty senators propose their first and second choice of standing committee membership to the Vice Chair,

and for then these choices be used to inform the Faculty Senate Chair to determine membership of the standing committees in the following year (FS 03/21)

Revised 03/21