



SAN DIEGO STATE
UNIVERSITY

**SENATE
MAY 2, 2017**

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12.	Adjournment: 3:50 pm.	



SAN DIEGO STATE
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San Diego State University Senate Minutes

May 2, 2017 - AL 101
2:00 to 4:30 pm

Attendees

Officers: Bober-Michel, Cadiero-Kaplan, Ornatowski

Arts and Letters: Abdel-Nour, Blanco, Clo, Csomay, Elkind, Esbenshade, Foad, Imazeki, Mattingly, Madhavi (for McCall), Putman, Werry

Business Administration: DeBoskey, Peter

Coach: Crawford

Education: Brandon, Green, James-Ward

Engineering: Engin, May-Newman, Ozturk

Health and Human Services: Kressler, Rauh

Imperial Valley: Cordero

Lecturers: Barker, Justice, Lozada-Santone, Moberly

Library: Bliss, Weston

MPP I & II:

Parliamentarian: Eadie

Professional Studies & Fine Arts: Conaty, Durbin, Humphrey, Sasidharan

Sciences: Atkins, Baljon, Deutschman (for Lewison), Papin, Ponomarenko, Reeder, Ulloa, Vaughn

Staff: Aguilar, Attiq, Chie, Preciado

University Services: Rivera, Sakai

Administration: Enwemeka, Shultz, Welter

Ex-Officio / Emeritus Faculty: Shackelford

Associated Students: Ebiriekwe

CFA: Toombs

ASCSU:

Guests: Brooks, McCarron, Prislin, Sweedler, Verity, Wong-Nickerson

New AY 2017/18 Senators in attendance

Arts and Letters: Penrose

Business Administration:

Education: Cappello, Degeneffe

Health and Human Services: Gates, Gombatto

Imperial Valley:

Professional Studies & Fine Arts: Hopkins, McMills

Sciences: Love, Schellenberg

1. Agenda (Cadiero-Kaplan)

MSP To approve the May 2nd Senate Agenda.

2. Minutes (Cadiero-Kaplan)

Deferred

3. Announcements (Bober-Michel)

3.1 Feedback process / EO 1100

The Chancellor's Office requested input on EO 1100 (due date: Friday, June 16)—focused on a) its clarity, b) issues of access and equity, and c) opportunities to streamline graduation requirements. Chair Marcie Bober-Michel will soon meet with Sandy Williams, Norah Shultz, and Sandra Cook to develop a coordinated set of comments.

3.2 Feedback process / Intellectual Property (CSU)

As noted at previous meetings, the CSU has developed and is circulating a draft system-level policy on Intellectual Property. Chair Marcie Bober-Michel and our three ASCSU Senators are working with Steve Welter, Tommy Martindale, and the Senate's Copyrights and Patents Committee on a coordinated response. We will submit that document ahead of the May 12th deadline.

3.3 Smoking enforcement (CSU)

The CSU has developed a system-level policy on smoking that each campus can use to guide enforcement. Bob Schulz believes that the ticket system he and Policy Chief Josh Mays presented to SEC and the Senate can indeed be implemented in Fall 2017. Both see it as a deterrent, without being a significant financial burden on students.

3.4 Excellence in Teaching Award

The Excellence in Teaching Award reception (held at Scripps Cottage) was well attended, with awardee John Elder's presentation both heartfelt and enjoyable. The Senate Officers again wish to acknowledge those units that helped to support the event: Aztec Shops (\$1000 donation), Athletics (\$1000 donation) and Associated Students (donating the event location).

3.5 Active Transportation/Action Memos for February and March

President Hirshman signed the Action Memos for February and March. He also signed the Action Memo for the Active Transportation Policy (first approved in 2013, but subject to a recently concluded meet-and-confer with CFA).

3.6 Freedom of Expression Task Force (w/ Eadie)

The Freedom of Expression Task Force is set to meet on Monday, May 8—where graduate assistant Elliot Page will present his work to date on the web area to be integrated into the One SDSU Community! website (http://one.sdsu.edu/student_affairs/onesdsu/).

Members will offer input into the design and conceptualization, and then determine whether or not to extend Elliot's contract thru the Summer. A portion of the meeting will focus on implications of the recently approved Associated Students' anti-Semitism resolution (<https://as.sdsu.edu/govt/resources/legislation/?legis=139>).

3.7 Council of Chairs meeting

Chair Marcie Bober-Michel will append her notes from the April Council of Chairs meeting (held in Long Beach) to the next ASCSU report.

3.8 Update / distribution of Senate's recently approved Resolution supporting undocumented students

Chair Marcie Bober-Michel is in the process of disseminating the Resolution to a variety of campus and community organizations (as requested @ our April meeting).

3.9 Senate and SEC calendars (p.3)

MSP To approve the SEC and Senate meeting calendars for AY 2017/18.

Preciado: Noted that two years ago the Senate voted to create a Task Force focused on class size, and inquired as to the status of its report. **Bober-Michel** indicated receipt of the report about a week earlier; it will be discussed at the first SEC meeting for AY 2017/18 (August 22nd) and then shared with the Senate when it meets September 5th.

4. Provost's Report

Dean Search Updates

The Heath & Human Services Dean search will continue in AY 2017/18. The Committee forwarded two candidates, but neither of them ultimately accepted the position.

The Fowler College of Business Dean search is going well, likely to be completed within the week.

Faculty Searches

We began the search process with 66 positions available.

To date, 36 searches have successfully concluded. An additional four are completed; we're merely waiting for the formal acceptance letters to be returned.

Eleven searches are in the negotiation stage, with another 13 either failed or cancelled.

Next year we will carry forward the 13 failed or cancelled searches, with 70 new positions as well.

Preciado: Expressed his concern that few staff searches have been approved; in fact, this is the second year in a row that Academic Affairs has failed to support new staff positions.

Provost: Noted that staff searches are handled at the College level; AA does not facilitate them.

5. SEC Report (Ornatowski)

5.1 Referral chart.

The CBL referral (review dormant Senate committees and recommend their reconstitution or elimination) will carry over to AY 2017/18. The AR&P referral concludes today, with a report that Co-Chair Donna Conaty will present.

5.1.1 AR&P response to referral on budget transparency, etc.

The report is organized into three major sections: Timeline and Process, Methodology, and Findings/Recommendations.

DeBoskey: Inquired as to the *ending balance* differences on Tables 7 and 8. Shouldn't that be the same?

Shackelford: Explained that *institutional costs* are missing; he plans to cover that during our Sense of the Senate proposal discussion. He provided Senators with examples of what those costs might include.

Conaty: Clarified the President's goals relative to reserves and how base funding, reserve and carryforward numbers carry through from one table to the next. Clearly, our reserves are not what we would like them to be.

The budget process isn't concealed according to AR&P, but finding all the information is a challenge. It would take some effort for those interested in the details to search for and locate the data. And while PBAC minutes identify the different categories of expenditures, it's challenging to understand how BRAT initially prioritizes funding requests; that information definitely would help AR&P do its work.

Conaty then reviewed the Findings/Recommendations section—which featured both short- and long-term goals. For example:

- AR&P strongly supports both VP McCarron and the President presenting financial information to the Senate on a regular basis.
- The Committee also advocates for the President holding an annual *state of the university* event.

- It seems wise for AR&P to play some role in identifying priorities for the annual budget; that might call for Divisional VPs to meet with the Committee to develop common goals via strategic planning and identification of critical needs. Associate Dean Deutschman's research in this area suggests positive outcomes (from shared vision to tighter budget management) for institutions that rely on budget-focused strategic planning processes. It might also be wise for a Senator on AR&P to serve on BRAT, given AR&P's advisory role in the budget process.
- A more formalized reporting structure needs to be in place, so that the *impact* of allocated one-time funds can be measured. Ancillary to this is a need for the Divisions to provide a shared calendar (displayed perhaps on the Financial & Business Affairs website) that indicates the dates and timelines driving budget requests.

Baljon: Said that she realizes this report focuses on budgeting at the University level – and the information flow from the Divisions (via BRAT) to AR&P and then to PBAC. She believes we should explore what happens at the College level – the flow of funds from that level to programs, Departments, and Schools.

Conaty: Agreed that such discussions should take place, but it is beyond the scope of AR&P's charge.

Abdel-Nour: Asked how Senate representation on BRAT will be achieved.

Conaty: Indicated that the next step is discussion in SEC. Members should realize that this isn't about the Senate impeding the budget process but rather improving lines of communication. Having a Senator from AR&P at the table ensures the Senate will always be informed.

Imazeki: Wondered whose decision this is to make.

McCarron: Provided a brief history of BRAT – which started its life during the recession as the *budget reduction committee*.

Shackelford: Further explained membership (principal administrator for each of the four Divisions, see: <http://arweb.sdsu.edu/es/departmental/>). His belief is that, in general, agreements reached there carry forward to PBAC.

Preciado: Reiterated his concern that there is no one advocating for staff positions; he sees no new lines to fill structural gaps. We talk about prioritization, but staffing is not even on the list.

Conaty: Called for starting a discussion with all key areas represented; this will help us see our common purpose(s) and dedicate ourselves to solutions that positively affect all areas of the University.

Preciado: Emphasized that the hiring of new staff is critical for our mission.

Conaty: Agreed that staff are critical to our many initiatives and strategic plans; this is an issue calling for more conversation.

Chie: Noted that we're constantly exploring student/faculty lecturer/faculty ratios, but we certainly don't look at ratios from the staff side. We hire new faculty and staff are charged with supporting them—but we don't really consider how they impact staff responsibilities. We should look at the whole picture. What if staff walked out for one day? Everyone would certainly notice.

Conaty: Added that this is a dialogue happening nationally.

Prislin: Agreed that staffing needs are real (no one would argue that), but also real is our limited budget. It doesn't and can't cover everything.

Provost: Pointed out that from time to time, exceptions are made and new staff positions have indeed been funded.

Wong Nickerson: Noted that Divisions could but don't bring these requests to BRAT; hence no funding is allocated.

Deutschman: Again emphasized that the budget process is complex – but it's important to look at the situation from both the short- and long-term. Joked that we need a secret decoder ring to understand the process. He agreed (w/ **Conaty**) that many universities are struggling with this; however we are academics and can/should do the research necessary to elevate the discussion.

Bober Michel: Reminded Senators to be mindful of the economy as we move forward and President Trump's priorities.

Mattingly: Advised Senators of postcards directed to the Governor that we should fill out during the meeting; the message is: the decline in state funds seriously affects our academic mission and we need them restored. CFA will forward them on for us.

6. Elections

6.1 Results / Senate membership

Bober-Michel displayed the election results for the seven Colleges on the main campus. The lists featured both new and re-elected members.

Imperial Valley results will be available the week of May 8.

6.2 Nominees for Senate Officers//Senators At Large

Ornatowski opened the election for Senate Chair, recognized the one nominee (Marcie Bober-Michel) and then called for other nominations from the floor (for which there were none).

MSP To close nominations for Senate Chair.

MSP To re-elect Bober-Michel by acclamation.

Bober-Michel opened the election for Senate Vice Chair, recognized the one nominee (Cezar Ornatowski) and then called for other nominations from the floor (for which there were none).

MSP To close nominations for Senate Vice Chair.

MSP To re-elect Ornatowski by acclamation.

Bober-Michel opened the election for Senate Secretary, recognized the one nominee (Bann Attiq) and then called for other nominations from the floor (for which there were none).

MSP To close nominations for Senate Secretary.

MSP To elect Attiq by acclamation.

Bober-Michel opened the election for Executive Senators (Senators-At-Large), recognized the three nominees (Stephen Schellenberg, Bey-Ling Sha, and Laurel Bliss) and then called for other nominations from the floor (for which there were none).

MSP To close nominations for Executive Senators.

MSP To elect Schellenberg and re-elect Sha and Bliss by acclamation.

6.3 Nominees for SDSU Research Foundation Board

Bober-Michel opened the election for the open position on the SDSU Research Foundation Board, recognized the one nominee (Robert Zeller/Biology) and then called for other nominations from the floor (for which there were none).

MSP To close nominations for the SDSU Research Foundation Board.

MSP To re-elect Zeller by acclamation.

6.4 Nominees for the Advisory Committee to the Trustees Committee for Selection of the President

There are several faculty nominees for the Advisory Committee; ultimately two will be elected following guidelines in Subsection 4.7 of the Policy File (Bylaws). The election closes on May 9 and the names of and contact information for the persons selected will be forwarded to the Chancellor's Office.

Donna Conaty

Associate Dean (MPP III) and Professor
College of Professional Studies and Fine Arts

Bill Tong

Distinguished Professor and Chair / Chemistry and Biochemistry
College of Sciences

William Nericcio

Professor / English and Comparative Literature
College of Arts and Letters

Rebecca Lewison

Professor / Biology
College of Sciences

Anca Segall
 Professor / Biology
 College of Sciences

Bober-Michel called for additional nominations from the floor and **James-Ward** nominated Assistant Professor James Marshall (Educational Leadership/College of Education).

MSP To add Dr. Marshall to the ballot.

There are several staff nominees for the Advisory Committee; ultimately one will be elected following guidelines in Subsection 4.8 of the Policy File (Bylaws). The election closes on May 9 and the name of and contact information for the person selected will be forwarded to the Chancellor's Office.

Michaele Antoine
 Residential Education Office
 Academic Coordinator

Melanie Falkenberg
 Office of Student Services / Credential Admissions Coordinator (ASC-2)
 College of Education

Cyndi Chie
 Analyst Programmer
 Enrollment Services IT

Margy Schochenmaier
 Dean's Office / Executive Assistant to the Dean
 College of Health and Human Services

Bober-Michel called for additional nominations from the floor, but there were none.

6.5 Constitution of the 2017/18 Committee on Committees and Elections (CBL)

Bober-Michel asked Senators to organize themselves by unit (College or the Library), each electing its member(s) to CBL.

Chair: Allison Vaughn

Education: Charles Degeneffe

Arts & Letters: Walter Penrose and Clarissa Clo

Health & Human Services: Michael Gates

Library: Laurel Bliss

Professional Studies & Fine Arts: Vinod Sasidharan and Jess Humphrey

Sciences: Allison Vaughn and Emilio Ulloa

Fowler: Stefano Gubellini

Engineering: Asfaw Beyene

Imperial Valley Campus: Pending

The CCE roster is now updated in Google Docs:

<https://docs.google.com/a/mail.sdsu.edu/spreadsheets/d/105DH42nNmhU0erdKo3L6kK3VIooGjjiZaVfhzMrlWrs/edit?usp=sharing>

6.6 Recognition of Outgoing Senators

Bober-Michel recognized the outgoing Senators and thanked them for their service

7. Old Business

7.1 ERG Compendium

At the April Senate meeting, **Preciado** had questions about the ERG Compendium that time did not allow for. Given our heavy calendar today, **Preciado** suggested we schedule an open discussion about the report at the next SEC meeting (August 22nd), and at the Senate meeting that follows (September 5th).

7.2 Adoption of the Consent Calendar/April Senate meeting

MSP To adopt the Consent Calendar from the April Senate meeting.

7.3 Sense of the Senate Budget Resolution

Bober Michel: Reminded Senators that only *continuing* and *outgoing* members could participate in continuing business. Incoming members were, however, invited to remain.

Shackelford: Reviewed the resolution to refresh everyone's memory. He reiterated that funding levels to run core academic programs are far lower than needed to meet all student obligations; in fact, the "annual practice" in academic departments is finding a way to manage – often by deleting courses, extending the interval between elective offerings, and increasing class size. The proposal before us emerged through the examination of budget information dating back to 2003.

In 2011, there was a reduction in the percentage of operating funds allocated to Academic Affairs and since then we've seen a series of budget trims and patches that seem premised more on cost than quality.

Though Academic Affairs is now receiving a higher percentage of funds than in the recent past, we should not take that as meaning all is well. While it all may look good on the surface, we need to examine what percentage of that funding is directed to the running of core academic programs and what percentage instead covers new initiatives. We also need to know how and why funds are increasingly diverted to management.

We've seen significant increases in out-of-state and international students, which translates to significant monies. However, not enough of these funds are moved to base, and that is at the heart of this proposal. Something needs to change.

For several years, one-time funds were allocated to construction of the EIS complex; it's time for that sort of infusion into Academic Affairs and ultimately into programs, Departments, and Schools to allow for growth, equipment, and other resources.

This proposal is obviously not binding, but President Hirshman, an Interim President, or our next President can certainly adopt it.

Bober Michel: Explained that the proposal was now open for discussion, following a process by which Senators could alternatively speak for or against it, or simply ask clarifying questions.

Baljon: Referred to the White Paper recently authored by Jennifer Imazeki as well as the Graduation 2025 Initiative and then asked for clarification about how much funding actually goes to faculty to enhance their courses/classes. She also asked:

- how these funds might be allocated to other areas that the faculty as a whole find important.
- about the hidden cost of not having sufficient staff to support faculty.

If the resolution passes, then what would be the democratic process of determining distributions given the variety of academic needs on campus?

Preciado: Argued that this resolution is an opportunity to restate our interests in approving those “activities” that aren't specifically strategic or critical; it's our chance to make a statement about things that are basic and required.

He appreciates Shackelford's argument that we can't only focus on our aspiration to be a Tier 1 research institution; we need to have a more ground-level goal to support students and fulfill the University mission.

Preciado also asked for clarification reconciling some of the tables and the one-time funding targets.

Shackelford: Asked that we not confuse the two distinct issues at play here: a high overall percentage of base funding going to Academic Affairs and large allocations of one-time money given that the EIS complex no longer carries debt.

Conaty: Said that she supports Shackelford but sees a bigger picture. Using the EIS Complex as an example, she reminded members that new faculty are being hired to do research in that building and the cost of **not** doing that hiring is far greater than the millions of dollars the University invested in its construction. The existing facilities were terrible, so there needs to be recognition that the value of increased faculty productivity far outweighs what was invested in the building.

Deutschman: Shared that he, too, has concerns about the “shiny and fancy” stuff (about which many faculty complain), but EIS is not something that belongs in that category; it is a critical element of our infrastructure.

He also expressed concern with any plan that allocates a specific funding number or percentage; we need to recognize contingencies we might face next year or the year

after that. It is important that the Senate set up a process by which it routinely reviews budgeting and thus creates a long-term dialogue.

Mattingly: Called the proposal a statement of priorities and it is our (the Senate's) function to communicate priorities. For example, we authorized a Task Force to review/examine class size, with the findings clearly indicating that large classes result in reductions to writing assignments, lab work, etc. These are core academic activities and even though the Senate approved the Task Force's recommendations, nothing came of its work.

Shackelford: Noted that though critical of the EIS project, it certainly did prove that we can positively affect our academic programs if allocated sufficient one-time funds. However, one-time alone is not a good solution.

Chie: Spoke against the resolution, in part because it assumes that Academic Affairs is the sole support of academic programs; it fails to recognize all the many ways in which other Divisions/units support the mission of the campus and help students succeed academically. It doesn't appear that any unit other than Academic Affairs will benefit from this proposal; for example, Business & Financial Affairs needs resources to provide data warehousing and is a combined effort. While supporting the conceptual underpinnings of the proposal, she simply doesn't favor Academic Affairs being the sole recipient of increased funding; excluding the other areas isn't wise.

Shackelford: Responded that the percentage of increase his proposal seeks was "modeled" on the percentage of funds previously allocated to the EIS construction. In execution, Academic Affairs would make a specific funding request.

Bober Michel: Called for the vote, and the Sense of the Senate proposal was approved:

- In favor: 30
- Opposed: 7
- Abstentions: 11

Esbenshade: Thanked Shackelford for his research efforts on this very important topic, and ultimately bringing the proposal to the Senate.

8. New Business: Action Items

8.1 Enrollment Services (Lieu) – **2:05 pm time certain**

Lieu presented the names of students (undergrads and graduates) who did not appear on any earlier lists.

MSP

8.2 General Education (Mattingly)

Mattingly presented two new courses—each of which will be cross-listed.

- ANTH 333. Race, Ethnicity, and Identity in the Americas (3) [GE] (Same course as Latin American Studies)
- LATAM 333. Race, Ethnicity, and Identity in the Americas (3) [GE] (Same course as Anthropology 333)

MP

8.3 Faculty Honors and Awards (Ozturk)

The Faculty Honors and Awards committee recommends Senate approval of emeritus status for the following professors.

- Darrell L. Pugh, Professor of Public Affairs, May 17, 2017, 36 years
- Mehdi Salehizadeh, Professor of Finance, May 18, 2017, 37 years
- Andrew Y. J. Szeto, Professor of Electrical and Computer Engineering, May 31, 2017, 34 years

MP

9. New Business: Consent Calendar (Committee Reports)

MSP To receive reports on the Consent Calendar.

9.1 CFA (Toombs) (p. 19):

Toombs: Again asked that Senators sign postcards asking the Governor for increased funding (as we approach the May revise). In addition, although he holds a new position within the CFA (Vice President), Toombs will continue to serve as SDSU's Chapter President.

9.2 Undergraduate Curriculum (Verity)

9.3 University Relations and Development (Carleton)

MSP To accept reports on the Consent Calendar.

10. Other Information Items

10.1 GE reform / report update (Shultz)

Shultz recently submitted a progress report to the Provost; it will have its first review at the next Academic Deans Council meeting, and SEC will discuss it as well at its meeting on August 22nd.

The Task Force recommended a reform effort that unfolds in three phases:

- Phase 1 is a full-scale review of General Education, both as it exists on our campus and as it is envisioned elsewhere. Data will reflect multiple perspectives: local (SDSU), regional (other CSUs), and national (trends in play at institutions across the county). Phase 1 allows for the community to share knowledge about the current state of General Education.
- Phase 2 and 3 necessarily emerge from Phase 1 outcomes.

The CSU process has stalled, but we are moving forward.

11. Other Business

11. Adjournment:

MSP The Senate adjourned at 3:50 pm.



SAN DIEGO STATE UNIVERSITY

**San Diego State University Senate
Agenda**

May 2, 2017

AL 101

2:00 to 4:30 pm

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 - 10.1 GE reform / report update

- 11. Other Business

- 11. Adjournment

Draft – Tentative Schedule

2017-2018 Senate Executive Committee Meeting and Senate Meeting Schedule

Senate Executive Committee Meetings

Time: 2:00pm – 4:30pm

Place: MH 3318

August 22, 2017

September 19, 2017

October 17, 2017

November 21, 2017

- Spring -

January 16, 2018

February 20, 2018

March 20, 2018

April 17, 2018

Senate Meetings

Time: 2:00pm – 4:30pm

Place: AL 101

September 5, 2017

October 3, 2017

November 7, 2017

December 5, 2017

- Spring -

February 6, 2018

March 6, 2018

April 3, 2018

May 1, 2018

Committee	Date	Item	Referred by
Constitution and Bylaws	December 2017	Review dormant senate committees and recommend reconstitution or elimination in view of the role these Committees play in shared governance and input from different constituent groups.	Officers
Academic Resources and Planning		Examine the methodology driving the University's budget process.	SEC

Revised: April 18, 2017

TO: SENATE EXECUTIVE COMMITTEE

FROM: Academic Resources and Planning Committee:
Donna Conaty and Cheryl James-Ward, co-chairs

RE: AR&P Response to SEC referral dated January 13, 2017
“Examine the methodology driving the university’s budget process.”

At our request, SEC clarified the referral on January 24 suggesting that the committee focus upon allocations to and from Academic Affairs. As stated in an AR&P discussion following the referral, the gold standard is to establish transparency and trust in the campus budget process. In this document AR&P provides an overview of the discussions held since the referral, a contextual overview of the SDSU budget comparing it to the peak state funding years of 2007-08, findings, and recommendations for future action. Since the initial committee response (a memo to SEC dated March 20), a number of the short-term recommendations have taken place. The committee appreciates the responsiveness of the Senate Executive Committee, as well as key members of the campus administrative leadership.

Timeline and process

January 31- AR&P. The committee discussed the referral which included reviewing information prepared by Senator Gordon Shackelford dated 1-8-2017. After extensive discussion, the committee arrived at a consensus that AR&P is not the appropriate committee to examine budgetary methodology. *(See minutes provided to Senate)*

The committee noted that such a charge requires significant knowledge of specific budgetary practices, basis for historical budget allocations, and both a broader and deeper level of understanding of the comprehensive university budget processes and decision-making practices. This level of specificity is not something that members of AR&P are necessarily equipped to address. However, the committee found that SDSU senators should be given an opportunity to learn more about the budget, budget processes, and present questions they have regarding allocation processes, specifically allocations in Academic Affairs.

February 7-University Senate. President Hirshman spent most of his allocated time listening to and answering questions from the floor about the university budget. He framed his presentation within the context of lower support from states for public higher education. Within his remarks, he appeared open to the idea of modifying the current process to include more

Senate participation.

February 14 - AR&P. The committee invited Dr. Douglas Deutschman, Associate Dean for Research, College of Sciences, to present his findings regarding university budget processes and decision-making as well as details specific to his College. Based on his presentation, which included examples of other university budgetary processes, it is clear that we are not alone among public universities in seeking to strike a workable balance between shared governance, transparency, open processes, and enabling effective and timely decision-making.

March 14 - AR&P. Discussion centered largely upon the referral and refining the response to that referral. In particular, developing a set of questions that VP Tom McCarron could address at an upcoming Senate meeting in April in order to provide overall context and opportunity for senators to respond and ask additional questions.

April 4 - Senate. A presentation was made by Senator Gordon Shackelford seeking support for a Sense of the Senate resolution with specific budget targets to be allocated to Academic Affairs.

April 11 - AR&P. The agenda included discussion of the Sense of the Senate Resolution presented by Senator Shackelford during the April 4 full Senate meeting -- a document that had undergone substantial evolution from the original version the committee reviewed in January. VP Tom McCarron was invited to answer committee questions about the financial implications of the resolution. The committee also discussed whether other ways of prioritizing requests for base and one-time funding might be feasible, rather than the current model that brings forward requests by division. For example, given that the committee considers facilities renovation requests among the one-time budget line items, is there merit to examining such requests in a comprehensive campus-wide framework rather than by division?

Throughout these extensive discussions the committee noted that having access to information regarding the budget, which SDSU provides publically on its websites, does not necessarily lead to budget fluency among campus community members. The information requires a good amount of analysis and is not simple to read and understand.

Like many institutions across the country, SDSU may find it not only helpful, but also necessary, to engage in the type of discourse that our colleagues at other public universities have pursued. If this is an option to be given serious consideration, and we believe it should, the following information and findings may help to inform such dialogue and enable broader

understanding about how budget decisions are made across the campus.

Point of comparison: 2007-08

2007-08 was the peak year for state appropriation and therefore is used as a basis of comparison for this portion of our report.

The SDSU budget can be outlined in a variety of ways. The overall campus budget is comprised of every aspect of campus activities ranging from Financial Aid and Scholarships, Campanile Foundation, Research Foundation, Associated Students, Lottery funds, to parking fees/fines as well as state appropriation and tuition/fees. The SDSU budget in 2016-17 is approximately \$842.6M. In 2007-08 SDSU’s overall campus budget was \$735M.

The portion of the SDSU budget made up of CSU appropriation, tuition/fee revenue, revenue-based cost recovery and student success fee comprises the SDSU Operating Fund.

Had state appropriations to the CSU kept pace with the California Consumer Price Index, SDSU’s share of CSU appropriations might have grown to approximately \$253.5M¹ by 2016. Instead, we are \$73M under the level that would have kept up with inflation, and \$41.7M below actual 2007-08 dollars.

The growth of non-resident tuition/fees and implementation of the Student Success Fee have been critically important to the sustainability of our campus. Non-resident tuition and fees have added \$53M to the SDSU operating fund compared to 2007-08 and the Student Success Fee this year will generate \$9M.

In order to make a direct comparison related to state appropriation and tuition/fees between '07-08 and '16-17, Table 1 does not contain the recently enacted Student Success Fee nor does it include revenue-based cost recovery.

TABLE 1: (OPERATING FUNDS) SDSU state appropriation and tuition revenues

Description	2007-08	2016-17
SDSU share of state appropriation	\$221.3M	\$179.6M
% of SDSU Operating Funds provided by state appropriation (excludes auxiliaries such as AS, Aztec Shops, Campanile Foundation, Research Foundation etc.)	47.8%	32.8%
Net tuition revenue:	\$109.9M ²	\$178.4M ³

¹ <https://www.boe.ca.gov/proptaxes/pdf/lta15055.pdf>

² <http://bfa.sdsu.edu/financial/budget/budfin/docs/PBAC02282008.pdf>

³ PBAC materials, 4.13.17

Description	2007-08	2016-17
<i>Resident tuition (formerly called state university fee or SUF)</i>	\$95.5M	\$110.9M
<i>Basic tuition fee, non resident</i>	\$7.8M	\$24M
<i>Out-of-state tuition</i>	<i>(not differentiated in report)</i>	\$23.7M
<i>International tuition</i>	\$6.6M	\$19.8M
<i>% of net tuition revenue: resident tuition</i>	87.0%	62.2%
<i>% of net tuition revenue: non resident and international</i>	13.0%	37.8%
TOTAL OF APPROPRIATION AND NET TUITION	\$331.2M	\$358M

Each year the CSU is allocated funding that determines how many California resident students the system can support. These full-time equivalent numbers (FTES) are assigned to each campus after consultation with the campus president. Table 2 reflects the budgeted FTES for California resident students at SDSU:

TABLE 2: State budgeted full-time equivalent students (FTES) and enrollment, includes IVC

Description	2007-08	2016-17
State funded full-time equivalent students, including summer ⁴⁵	29,751	27,304
Student/Faculty ratio	18.9:1	23.8:1
SDSU enrollment fall semester ⁶	36,559	34,688
Average units taken	12.5	13.3

Allocation of SDSU Operating funds by Division

An analysis of the allocation of SDSU Operating Funds by division over the past ten years can be challenging. The recession years required a number of cuts, sometimes multiple ones across a calendar year. Many were proportional, while others sought to mitigate the impact on Academic Affairs, which is the largest division of the university. Between 2010-11 and 2011-12, the university absorbed over \$52M in state cuts, as well as \$16M in unfunded mandatory costs. Even with an increase of tuition revenue of \$24.6M between the two years, the total reduction across the divisions was over \$43M.

Table 3 outlines the allocations from 2007-08 to the present from the SDSU Operating Fund budget. Table 4 represents the same allocations in percentage terms.

⁴ <http://bfa.sdsu.edu/financial/budget/budfin/0708/SupportBudgetIntroduction.pdf>

⁵ AVP Agnes Wong, Business Affairs

⁶ asir.sdsu.edu

Table 3: SDSU Operating Fund Allocations by Dollar Amount

Fiscal Year	Academic Affairs	Business & Financial Affairs	Student Affairs	URAD	Athletics	President, KPBS
2016-17	239,315,957	52,078,287	30,506,866	7,602,730	7,649,035	2,665,800
2015-16	229,780,378	55,304,638	29,098,416	6,966,721	7,566,315	2,573,359
2014-15	212,044,448	49,821,362	28,040,357	6,550,705	7,081,567	2,462,578
2013-14	200,316,964	44,480,181	27,967,369	6,027,723	6,585,630	2,408,964
2012-13	191,939,213	43,720,376	26,466,742	5,457,554	5,806,922	2,376,513
2011-12	192,545,514	42,747,798	29,179,309	6,163,878	5,761,405	2,549,730
2010-11	215,145,679	48,323,433	27,538,324	6,597,041	11,940,856	2,557,314
2009-10	200,218,695	45,033,653	23,709,862	6,200,165	15,890,477	2,568,098
2008-09	214,342,551	42,374,718	26,897,607	6,906,232	12,078,692	2,890,632
2007-08	208,954,051	41,670,282	26,194,961	6,637,264	11,395,439	2,936,441

Table 4: SDSU Operating Fund Allocations Represented as Percentages of Operating Fund

Fiscal Year	Academic Affairs	Business & Financial Affairs	Student Affairs	URAD	Athletics	President, KPBS
2016-17	61.84%	13.46%	7.88%	1.96%	1.98%	0.69%
2015-16	61.81%	14.88%	7.83%	1.87%	2.04%	0.69%
2014-15	60.76%	14.28%	8.03%	1.88%	2.03%	0.71%
2013-14	60.99%	13.54%	8.52%	1.84%	2.01%	0.73%
2012-13	56.21%	12.80%	7.75%	1.60%	1.70%	0.70%
2011-12	55.65%	12.36%	8.43%	1.78%	1.67%	0.74%
2010-11	57.17%	12.84%	7.32%	1.75%	3.17%	0.68%
2009-10	56.70%	12.75%	6.71%	1.76%	4.50%	0.73%
2008-09	59.01%	11.67%	7.41%	1.90%	3.33%	0.80%
2007-08	59.18%	11.80%	7.42%	1.88%	3.23%	0.83%

The budget category of **Institutional** becomes important at the next stage of understanding the budget process. If one examines historical funding allocations, (e.g. <http://bfa.sdsu.edu/financial/budget/budfin/1617/GFBudget1617.pdf>) the information often shows two allocation lines to each division, one of which is labeled **Institutional**. As funding requests are moved through the overall PBAC process, the Institutional funding requests can be generated to cover emergency repairs or deferred maintenance (infrastructure items such as steam, chillers, HVAC or electrical systems), to fund expenses generated from campus wide committees (e.g. gender neutral bathrooms), cover major construction projects (academic buildings that require institutional level planning and contract obligations), or to make up the difference between the budget for certain allocations compared to the actual cost (e.g. insurance, space rental, collective bargaining contracts.) **Institutional** budget items may align with a specific division or cut across a number of divisions; they are categorized as **Institutional** in part because of the mechanisms involved in the process of paying for the budget item. As a specific example, \$5M was approved for **Institutional** one-time funding in 2016-17 to be held in reserve to cover potential 2017/18 fiscal year funding gaps between the cost of new CSU collective bargaining agreements and what the Chancellor's office was actually going to provide to campuses to pay for the new agreements. The EIS building was also included in **Institutional** requests for one-time funds during the past two years.

Base Funding

Base funding is a permanent allocation from the SDSU Operating Fund (again, made up of CSU appropriation, tuition/fee revenue, revenue-based cost recovery and student success fee). The strategy of increasing the number of non-residents, as outlined earlier, has added approximately \$53M in revenue to SDSU in 2016-17 compared to 2007-08. The campus practice is to view $\frac{2}{3}$ of non-resident tuition and fees as base, and $\frac{1}{3}$ of those tuition and fees as one-time funds. Requests for new base funding come through the divisions, are discussed from an operational/implementation perspective in the Budget Resource Advisory Assessment Team (BRAT), then presented for Senate feedback (AR&P) and finally to the President's Budget Advisory Committee (PBAC). Since the advent of the SDSU Strategic Plan, proposals are prioritized according to critical needs and strategic initiatives.

Table 5 reflects base-funding allocations as a percentage of new allocated funds. The manner by which funds were used as one-time in a given fiscal year and then encumbered as base in subsequent years was implemented in 2013 to enable better planning for significant long term investments such as tenure track hires and other strategic initiatives identified in the SDSU Strategic Plan. Given the amount of time needed to tease out the specific amounts, we have examined PBAC allocations from 2014 forward. Note that the mandatory costs (Column D) passed to SDSU have been increasing over the past three years and in the current fiscal year

exceed \$17M.

Table 5 New Base Funding 2014-15 to 2016-17 (taken from PBAC documents as of 2/16/17)

Fiscal Year	NEW BASE ADJUSTMENTS					Total Allocated through PBAC	Reserve retained for subsequent year
	A. BEGINNING BALANCE	B. General Fund Allocation	C. Tuition Revenue	D. Mandatory Costs	A+B+C+D= AVAILABLE BASE		
2014-15	\$4,236,929	\$2,223,200	\$5,148,100	-\$2,718,500	\$8,889,729	\$6,213,967	\$2,675,762
2015-16	\$2,675,762	\$12,024,800	\$3,903,800	-\$8,093,800	\$10,510,562	\$5,310,485	\$5,200,077
2016-17	\$5,200,077	\$13,780,000	\$3,268,000	-\$17,269,000	\$4,979,077	\$3,390,821	\$1,588,256

The campus goal is to retain a reserve of **\$4M** in base funding. SDSU is currently well below that reserve level at just over \$1.5M.

The portion of faculty salary increases not funded by the Chancellor’s office is included in the mandatory costs above (Column C). **Table 6** below provides additional examples including unfunded costs associated with background checks for all new employees and new positions required to enable the campus to comply with regulatory requirements such as Clery Act and industrial and chemical hygiene. Details about the expenditures in each division can be found on the BFA website under President’s Budget Advisory Committee

<http://bfa.sdsu.edu/financial/budget/budfin/docs/PBAC%20Minutes%20-%20Recommendation%202-16-2017.pdf>

Table 6 Base Funding Allocations by Division and Institutional (PBAC Process)

Fiscal Year	Academic Affairs	Business & Financial Affairs	Student Affairs	URAD	Athletics	President KPBS	Institutional	TOTAL ALLOCATED
14-15	3,772,326	453,013	289,588	399,040	0	0	1,300,000	6,213,967
	60.7%	7.3%	4.7%	6.4%	0.0%	0.0%	20.9%	

Fiscal Year	Academic Affairs	Business & Financial Affairs	Student Affairs	URAD	Athletics	President KPBS	Institutional	TOTAL ALLOCATED
15-16	3,779,529	832,500	291,056	200,000	0	0	207,400	5,310,485
	71.2%	15.7%	5.5%	3.8%	0.0%	0.0%	3.9%	
16-17	2,298,017	674,158	203,646	100,000	0	10,000	105,000	3,390,821
	67.8%	19.9%	6.0%	2.9%	0.0%	0.3%	3.1%	

Note that all funds allocated as base become permanent in future budgets.

One-Time Funds

One-time funds are sometimes referred to as “carry-forward” funds. These are amounts that are available to spend on a one-time basis due to their temporary nature. As an example, a staff position that goes unfilled for a period of three months creates a balance of one-time funds equal to those three months of salary savings. If the new person in the position is brought in at a lower salary, the ongoing savings between the two salaries is base funding since it is permanent.

One-time requests follow the same process as base requests. Table 7 reflects one-time allocations between 2014-17.

Table 7, One-time Funds

Fiscal Year	BEGINNING BALANCE	Tuition revenue adjustmnt	Encumb. funds	Base comp withheld by CO	Student success, graduation initiatives	Student success (\$35M CSU)	Unallocated base available	AVAILABLE ONE-TIME	Total Allocated through PBAC	Ending Balance
14-15	10,844,769	21,566,615	2,300,000	n/a	0	0	2,675,762	37,387,146	28,321,678	9,065,468
15-16	9,065,498	26,578,688	1,500,000	n/a	0	0	5,200,077	42,344,263	32,358,064	9,986,199
16-17	9,986,199	26,967,100	1,500,000	2,424,000	254,000	1,650,000	1,588,256	44,369,555	31,049,916	13,319,639

Table 8 shows the allocation of one-time funding between 2014-17.

Table 8 One-time fund allocations by division and institutional

Fiscal Year	Beginning Balance	Academic Affairs	Business & Financial Affairs	Student Affairs	URAD	Athletic	Pres., KPBS	Institutional	TOTAL	Ending Balance
14-15	37,387,176	11,106,868	2,880,000	212,810	595,000	0	0	13,527,000	28,321,678	9,065,498
		39.2%	10.2%	0.8%	2.1%	0.0%	0.0%	47.8%		
15-16	42,344,263	10,822,532	429,532	451,000	450,000	0	0-	20,205,000	32,358,064	9,986,199
		33.4%	1.3%	1.4%	1.4%	0.0%	0.0%	62.4%		
16-17	44,358,555	19,082,279	108,000	1,530,749	300,000	0-	0	10,028,888	31,049,916	13,308,639
		61.5%	0.3%	4.9%	1.0%	0.0%	0.0%	32.3%		

The campus goal is to retain \$8M in one-time reserve funds. With an ending balance of \$13,319,639 and subtracting the \$8M reserves, there are approximately \$5.3M remaining one-time funds in 2016-17.

FINDINGS

Based on the information we have examined since January, it is clear that the university budget methodology and decision-making processes necessarily involves multiple levels. The campus budget is comprised of complex revenue sources ranging from designated funds with restricted use, state general fund appropriation, research funds, tuition and fees, philanthropic support, to auxiliary organizations. There is transparency at a macro level through the Business and Financial Affairs website, which hosts the SDSU Budget Book and related information about the comprehensive budget, including the funding of new base line items and one-time fund allocations.

However, the process of decision-making across the multiple levels, the various parties involved in setting priorities, their timelines, the criteria and guidelines used to inform

decisions, and the subsequent impact of such decisions is not as transparent. The AR&P committee invited VP Tom McCarron to its first meeting in the fall to provide an overview of the SDSU budget and processes for making funding requests and he has willingly joined in efforts to clarify and explain since then, whether at Senate or subsequent AR&P meetings. Although critical needs and the campus strategic plan are the basis by which funding requests are evaluated, even AR&P members likely would not consistently be able to clearly outline to campus community members how the SDSU divisions develop, prioritize and ultimately arrive at the budgetary requests that are presented to AR&P and PBAC. Furthermore, in many instances, there is no practice or requirement for providing supporting data after the allocation to determine efficacy or programmatic impact that could be useful to future deliberations.

As a result of our conversations and examination of the processes as we understand them, the AR&P Committee makes the following preliminary recommendations to be discussed further with Senate leadership throughout the summer to develop formal action items for the August SEC meeting.

SHORT TERM

Recommendation 1 – Provide the SENATE an opportunity to obtain information.

Update: a number of these have happened since February 2017

- 1) That a subcommittee from AR&P solicit questions from the Senate regarding budget processes;
- 2) That these questions be identified according to thematic areas and provided to Tom McCarron, VP for Business and Financial Affairs who will discuss the budget allocation process at the campus level, and Provost Chukuka Enwemeka and/or Radmila Prislina, AVP for Academic Affairs, who will discuss the budget allocation process in Academic Affairs at an upcoming Senate meeting, as early as possible;
2b) each will make available the results of 2016-17 decision process, allowing for additional Q &A
- 3) That the President also presents responses to these or similar questions in a subsequent Senate meeting.

Recommendation 2 – Communicate vision and context to the SENATE for the university budget.

The committee membership encourages the President to provide a “state of the university” or similar message to the Senate on an annual basis. The President’s vision and priorities are of considerable interest to the campus community and the Senate is an important group to which the vision and priorities desired at the highest level of administration may be presented to the

campus community of faculty, staff and students. In particular, how funding priorities are identified and pursued at the highest leadership level is of considerable interest to the Senate.

Recommendation 3 – Engage the SENATE in near-term budget planning at the start of the annual budget process.

AR&P recognizes a need for an initial meeting of those directly involved in the budget process. With the goal of establishing an understanding of shared values and strategic thinking, the committee recommends a strategic budget-planning meeting at the start of each budget year. The meeting will be convened by PBAC and the Academic Resources and Planning Committee and include BRAT and divisional representatives normally involved in the PBAC process. The purpose will be to identify and share information about the key values and mutually understood considerations that will be used to inform budget allocation priorities for the year.

Recommendation 4 – That the chair of AR&P participate as a member of the Budget Resource Advisory Assessment Team (BRAT). AR&P makes this recommendation as an approach to enable greater transparency in the process and to link AR&P more directly to the priorities that are presented to PBAC.

Recommendation 5 – That AR&P and PBAC receive a brief annual report from each divisional recipient related to the impact of new base or one-time line item allocations that exceed \$50,000. Other impact reports may also be requested by AR&P during the annual process for allocations if less than this amount. Further, that these reports be shared with SEC and SDSU Senate, as SEC deems appropriate. The committee believes that such reporting will help close a gap in the information loop. While funding requests do in many cases provide a rationale, follow-up impact reports will enable greater accountability and clarity.

Recommendation 6 – That each division clearly outline its process and timeline for identifying budget requests and how it prioritizes requests between its constituent parts. (For example, within Academic Affairs outlining such determinations among the Colleges, Enrollment Services, MCC-Georgia, IVC, Library, Graduate and Research Affairs, Faculty Advancement, International Programs, and Undergraduate Studies.)

Recommendation 7 – That the SDSU budget decision-making process be outlined clearly on the SDSU Senate website or on a designated SDSU Comprehensive Budget website easily located by any member of the campus community.

LONGER TERM

Recommendation – That SDSU engage in a strategic funding planning process at the earliest possible time. As stated earlier, the committee finds that the institution could benefit from a comprehensive strategic planning process for funding, not unlike the recent university strategic planning process “Building on Excellence”. This process, likely a multi-year effort, will enable the campus and its leadership to identify key priorities and foster further transparency about how funding decisions are handled. Furthermore, it will build a structure for mutually understood values informing processes especially as the campus and CSU system continue to grapple with the new reality of lower state support.

CONCLUSION

As our charge was to examine the methodology for budgeting allocations to and from Academic Affairs, the committee strongly encourages college deans, associate vice presidents, and the provost to share budget information in an open fashion with their respective constituents including allocations, priorities for requesting base and one-time funding, and the rationale underlying budget practices.

New and Re-elected Senators (AY 2017/18)

Arts and Letters

Adisa Alkebulan
George Christakos (completing term for Elkind)
Jennifer Imazeki (re-elected)
Walter Penrose (completing term for Esbenshade)
Michael Roberts

Fowler College of Business

Stefano Gubellini (completing term for Dimofte)
Paula Peter (re-elected)

Education

Marva Cappello (completing term for James-Ward)
Charles Degeneffe

Engineering

Ege Engin (re-elected)

Health and Human Services

Michael Gates
Sara Gombatto (completing final year of a vacant seat)

Professional Studies and Fine Arts (re-elected)

Marcie Bober-Michel
D.J. Hopkins
Anne McMills
Vinod Sasidharan (re-elected)

Sciences

John Love
Stephen Schellenberg
Vadim Ponomarenko (re-elected)
Tao Xie (re-elected)

Caucus Results Slate of Candidates

Nominees for Senate Officers

Senate Chair – Marcie Bober-Michel (PSFA) – re-election
Senate Vice-Chair – Cezar Ornatowski (Arts and Letters) – re-election
Senate Secretary – Bann Attiq (Sciences)

Nominees for Executive Members (Senators-at-Large)

Laurel Bliss (Library) – re-election
Stephen Schellenberg (Sciences)
Bey-Ling Sha (PSFA) – re-election

Nominee for SDSU Research Foundation Board

Robert Zeller (Sciences) / re-election

Outgoing Senators

Arts and Letters

Sarah Elkind
Jill Espenshade
Ramona Perez
Doreen Mattingly

Fowler College of Business

Claudiu Dimofte

Education

Marilee Bresciani
Tonika Green
Cheryl James-Ward

Imperial Valley

Elizabeth Cordero

Professional Studies and Fine Arts

Peter Cirino

Sciences

Sam Shen

San Diego State University Sense of the Senate Resolution**April 4, 2017**

Resolved: That it is the sense of the San Diego State University Senate that, subordinate only to mandatory cost increases, discretionary funding should be provided to Academic Affairs (AA) for allocation to the colleges for reinvestment in academic departments, schools, divisions (incl. the Imperial Valley campus), and the library based on the following resources:

- A. All state-funded base marginal cost enrollment growth funding, when available.
- B. A target of 74% of base increases from net SUF and out-of-state student tuition (as well as additional fees charged to international students).
- C. A target of 40% of one-time funding available to the university.

In addition, Academic Affairs should continue to make specific requests for base and one-time funding.

Resolved: That this resolution be distributed to the SDSU President, Provost, Vice Presidents, Deans and Associate Deans.

Rationale

SDSU has adopted a very ambitious set of goals and aspirations, including becoming a top-50 research institution and improving 4- and 6-year graduation rates. However, there is a fundamental disconnect between funding of academic programs and the university's aspirations. Current budgets for academic programs do not provide funding levels required to provide our students with programs of the highest quality--a prerequisite for meeting our lofty aspirations.

Current budgets of the academic departments are largely extensions of the fiscal urgency experienced in past years and are not based on an analysis of funding levels required to provide our students with programs of the highest quality. Unfortunately, often the emphasis is on how inexpensively a program can operate as opposed to how well.

Current lean or negative budgets in the academic departments have created a "culture of no" wherein requests for funding by faculty are routinely rejected, adversely affecting morale and discouraging academic innovation. The university's class schedules have very few sections of Experimental Topics (296) and Selected Topics (496 and 596). These courses provide electives for students and opportunities for faculty to introduce their research to students or to experiment with new or current topics of interest.

Current tenure-track hiring has generally not provided more instructors to departments, since it requires them to eliminate lecturer positions for the number of sections that are to be assigned to the new hires.

Current underfunding of added sections for service courses in departments experiencing growth has forced reductions in course offerings for majors and/or pay cuts and loss of benefits for new TAs, harming students and research competitiveness.

Currently, Academic Affairs lacks both the resources and budgetary flexibility to support substantial reinvestment in our colleges, academic programs, related research, high-impact instructional practices, and the library.

A rare opportunity exists at this time to adjust budgetary priorities to support substantial reinvestment in

academic departments, schools, divisions (incl. the Imperial Valley campus), and the library. At the Senate's October 2016 meeting, BFA AVP Wong-Nickerson described \$60 million in annual revenue paid by out-of-state and international students (OS&I). Recently, she increased this revenue number to \$67 million.

At the Senate's February 2017 meeting, President Hirshman stated that two-thirds of OS&I revenue is treated as base funding, with the remainder treated as one-time funding. He also commented that perhaps it is time to consider increasing the base portion funding from two-thirds to 69%. Combined, the increase in OS&I and possible increase in the percentage assigned to base would produce about \$6 million in new base funding.

The remaining OS&I revenue has provided, with other minor sources, approximately \$25 million in one-time funding each of the last few years. In each of two recent years, \$10+ million of this funding was used to pay for the EIS Building, which is now fully paid for. Funding EIS was a university priority; reinvestment in academic departments, schools, divisions (incl. the Imperial Valley campus), and the library should become the new university budget priority.

At this time, a confluence of budgetary opportunities exists; our academic programs need a senate voice for reinvestment in our primary mission.

This resolution proposes adjustments to SDSU's budgetary allocation process by establishing academic program reinvestment as a priority subordinate only to mandatory cost increases, such as funding pay increases in bargaining unit contracts, benefit cost increases, etc.

This resolution proposes that a target of 74% of increases in base (permanent) funding available to the university, subordinated only to mandatory cost increases, should be allocated to Academic Affairs for unrestricted reinvestment in academic departments, schools, divisions (incl. the Imperial Valley campus), and the library. The 74% is the same percentage used in "pro-rata" reductions to AA funding early in this decade.

This resolution proposes that a target of 40% of one-time funding available to the university, subordinated only to mandatory cost increases, should be allocated to Academic Affairs for unrestricted reinvestment in academic departments, schools, divisions (incl. the Imperial Valley campus), and the library. The proposed 40% target allocation of the approximately \$25 million in typical university one-time funding available in recent years is intended to direct \$10 million per year to Academic Affairs. Until recently \$10+ million per year from one-time resources was allocated to fund construction of EIS. This resolution proposes that academic reinvestment receive a similar budgetary priority.

While various academic needs are presented in this resolution for purposes of example, this resolution does not prescribe, outside of reinvestment in our academic programs, any specific allocations within Academic Affairs. Allocation is left to the faculty, department chairs, directors, deans, and the Provost.

TO: Senate Executive Committee / Senate

FROM: Doreen J. Mattingly, Chair
General Education Curriculum and Assessment Committee

DATE: April 12, 2017

RE: GENERAL EDUCATION PROGRAM

Action

IV. EXPLORATIONS OF THE HUMAN EXPERIENCE

C. Social and Behavioral Sciences

New course.

**ANTH 333. Race, Ethnicity, and Identity in the Americas (3) [GE]
(Same course as Latin American Studies 333)**

Prerequisites: Anthropology 102 or Latin American Studies 101.

Completion of the General Education requirement in Foundation of Learning II.B., Social and Behavioral Sciences required for nonmajors.

History and contemporary forms of identity to include ethnicity, gender, nationality, race, and sexuality in Canada, Latin America, and United States.

New course.

**LATAM 333. Race, Ethnicity, and Identity in the Americas (3) [GE]
(Same course as Anthropology 333)**

Prerequisites: Latin American Studies 101 or Anthropology 102.

Completion of the General Education requirement in Foundation of Learning II.B., Social and Behavioral Sciences required for nonmajors.

History and contemporary forms of identity to include ethnicity, gender, nationality, race, and sexuality in Canada, Latin America, and United States.

Report prepared and respectfully submitted by Curriculum Services on behalf of the General Education Curriculum and Assessment Committee.

Tuesday, April 11, 2017

TO: SEC/Senate

FROM: Yusuf Ozturk, Chair, Faculty Honors, and Awards Committee

SUBJECT: Emeritus Status

The Faculty Honors and Awards committee recommends that the Senate approve emeritus status for the following professors.

- Darrell L. Pugh, Professor of Public Affairs, May 17, 2017, 36 years
- Mehdi Salehizadeh, Professor of Finance, May 18, 2017, 37 years
- Andrew Y. J. Szeto, Professor of Electrical and Computer Engineering, May 31, 2017, 34 years

Sincerely,

Yusuf Ozturk
Chair, Faculty Honors and Awards Committee

To: SEC / Senate

From: Charles Toombs, Chapter President, CFA

Date: 25 April 2017

Re: Information Item

CFA Report:

Legislation

Three pieces of legislation that would protect CSU students and faculty, and maintain quality higher education in the state advanced from committee hearings to the Assembly.

Faculty attended and testified on behalf of Assembly Bills 21 (Kalra), 393 (Quirk-Silva), and 1464 (Weber), all of which are sponsored by CFA, during the hearings, held on April 18.

AB 21 seeks to alleviate the impact of potential changes at the federal level to the Deferred Action for Childhood Arrivals (DACA) program and provides protections for students, faculty, and staff whose immigration status is at risk.

AB 393, authored by Assemblymember Sharon Quirk-Silva, would freeze tuition and mandatory system-wide fees in the CSU and California Community Colleges through the 2019-20 academic year.

AB 1464, authored by Assemblymember Dr. Shirley Weber, would place in statute an eight-year strategy to increase the number of tenure track faculty in the CSU.

Investing in the CSU

The CSU has been losing ground financially for the past 30 years and Governor Brown's budget fails to reverse that trend. If the CSU today had resources comparable to 1985, it would have over \$773 million more in its operating budget to serve students. We hoped that this year would be different. Given the extension of K-12 and community college resources through Proposition 55, there is opportunity to begin to stabilize and grow the CSU's funding from the state. CFA is asking for a phased in reinvestment strategy that will start with providing for 343.7 million increase in state funding for the CSU system this fiscal year. The CSU Board of Trustees and CFA are asking for this increase. Please write or call Governor Brown and ask him to increase funding to the CSU before his May revise budget is announced.

CFA Contact Information

Please feel free to contact our campus California Faculty Association office at any time if we can provide assistance, whether on a contract rights issue or other matter. Our campus CFA chapter has a Faculty Rights Committee, composed of faculty volunteers, and we are available to talk with faculty colleagues about individual situations and assist in resolving issues. We can be reached at cfa@mail.sdsu.edu or x42775.

To: Senate Executive Committee / Senate

From: Larry S. Verity, Chair
Undergraduate Curriculum Committee

Date: April 12, 2017

Re: 2018-2019 *General Catalog*

INFORMATION (4I-05-17)**AEROSPACE ENGINEERING**

1. Change to prerequisites.

Aerospace Engineering

A E 200. Statics (3)

(Same course as Mechanical Engineering 200)

Prerequisites: Mathematics 151 and Physics 195. **Proof of completion of prerequisites required:** Copy of transcript or registration confirmation.

Force systems, equilibrium, structures, distributed forces, friction, virtual work, moments of inertia, vector algebra. (Formerly numbered Engineering Mechanics 200.)

Change(s): Prerequisites updated from *Physics 195 and credit or concurrent registration in Mathematics 151* to what is reflected above.

2. Change to prerequisites.

Aerospace Engineering

A E 220. Dynamics (3)

(Same course as Mechanical Engineering 220)

Prerequisites: Aerospace Engineering 200 [or Mechanical Engineering 200] and Mathematics 151 with a grade of C (2.0) or better in each course. **Proof of completion of prerequisites required:** Copy of transcript.

Kinetics of a particle; central force motion; systems of particles; work and energy; impulse and momentum; moments and products of inertia; Euler's equations of motion; vibration and time response; engineering applications. (Formerly numbered Engineering Mechanics 220.)

Change(s): Addition of MATH 151 to prerequisites.

3. Change to description and title.

Aerospace Engineering

ASTRODYNAMICS

A E 320. Astrodynamics (3)

Prerequisites: Aerospace Engineering 220 [or Mechanical Engineering 220] and Aerospace Engineering 280.

Two-body orbital mechanics on Keplerian orbits and orbital transfers.

Change(s): Description updated from *Two-body orbital mechanics including geocentric orbits and interplanetary transfers* to what is reflected above. Title updated from *Aerospace Flight Mechanics* to what is reflected above.

ANTHROPOLOGY

1. New course.

Anthropology

RACE IN THE AMERICAS (C-4)

ANTH 333. Race, Ethnicity, and Identity in the Americas (3) [GE]

(Same course as Latin American Studies 333)

Prerequisites: Anthropology 102 or Latin American Studies 101. Completion of the General Education requirement in Foundation of Learning II.B., Social and Behavioral Sciences required for nonmajors.

History and contemporary forms of identity to include ethnicity, gender, nationality, race, and sexuality in Canada, Latin America, and United States.

COMMUNICATION

1. Change in program.

Communication

Communication Minor

(Minor Code: 06011) (SIMS Code: 661119)

Admission to the communication minor requires completion of at least 45 units with a minimum grade point average of 2.75 overall; completion of the General Education Oral Communication requirement with a grade of C (2.0) or better; and six units selected from Communication 160, 201, 204, 245 with grades of C (2.0) or better. The General Education oral communication course will not be included in the computation of the required grade point average of 2.75.

The minor in communication consists of a minimum of 21 units to include six units selected from Communication 160, 201, 204, 245; Communication 300, 350; six units selected from Communication 321, 371, 406, 415, 445, 450, 470, 485, 492; and three additional upper division units in communication.

Remainder of description (*no change*)

Change(s): Reformatting of copy to better align with catalog convention. Addition of COMM 321, 350, 445, and 485 to optional and required lists. Select-from list adjusted to three units from six.

HUMANITIES

1. Change in program.

Humanities

Humanities Major

With the B.A. Degree in Liberal Arts and Sciences

(Major Code: 15991)

Paragraphs 1-3 (*no change*)

Global Humanities Program

(SIMS Code: 113501)

Paragraphs 4-21 (*no change*)

Major. A minimum of 30 upper division units to include Humanities 390W, 490; 12 units selected from Classics 340, Humanities 350, 380, 405 [or Religious Studies 405], 406, 407, 408, 409, 410; 12 units from Africana Studies, Art (art history), Asian Studies, Classics, Comparative Literature, History, Humanities, Latin American Studies, Music, Philosophy, Religious Studies, Theatre, or Women's Studies (at least nine units must be taken in non-European content, e.g., Asia, Africa, Latin America).

Elective Approval. (*no change*)

Change(s): Addition of HUM 380 and 410 to major.

LATIN AMERICAN STUDIES

1. New course.

Latin American Studies

RACE IN THE AMERICAS (C-4)

LATAM 333. Race, Ethnicity, and Identity in the Americas (3) [GE]

(Same course as Anthropology 333)

Prerequisites: Latin American Studies 101 or Anthropology 102. Completion of the General Education requirement in Foundation of Learning II.B., Social and Behavioral Sciences required for nonmajors.

History and contemporary forms of identity to include ethnicity, gender, nationality, race, and sexuality in Canada, Latin America, and United States.

MECHANICAL ENGINEERING

1. Change to prerequisites.

Mechanical Engineering

M E 200. Statics (3)

(Same course as Aerospace Engineering 200)

Prerequisites: Mathematics 151 and Physics 195. **Proof of completion of prerequisites required:** Copy of transcript or registration confirmation.

Force systems, equilibrium, structures, distributed forces, friction, virtual work, moments of inertia, vector algebra.

Change(s): Prerequisites updated from *Physics 195 and credit or concurrent registration in Mathematics 151* to what is reflected above.

2. Change to prerequisites.

Mechanical Engineering

M E 220. Dynamics (3)

(Same course as Aerospace Engineering 220)

Prerequisites: Mechanical Engineering 200 [or Aerospace Engineering 200] and Mathematics 151 with a grade of C (2.0) or better in each course. **Proof of completion of prerequisites required:** Copy of transcript.

Kinetics of a particle; central force motion; systems of particles; work and energy; impulse and momentum; moments and products of inertia; Euler's equations of motion; vibration and time response; engineering applications.

Change(s): Addition of MATH 151 to prerequisites.

3. Change to prerequisite.

Mechanical Engineering

M E 240. Introduction to Engineering Materials (3)

Prerequisite: Chemistry 202 (or 200). **Proof of completion of prerequisite required:** Copy of transcript.

Atomic and molecular structure of materials utilized in engineering. Analysis of the relationships between structure of materials and their mechanical, thermal, electrical, corrosion, and radiation properties. Examples of material structure relevant to civil, electrical, aerospace, and mechanical engineering applications.

Change(s): Removal of M E 200 [or A E 200] from prerequisites.

4. Change to prerequisite.

Mechanical Engineering

M E 241. Materials Laboratory (1)

Three hours of laboratory.

Prerequisite: Mechanical Engineering 240.

Experimental methods used to characterize engineering materials and their mechanical behavior.

Change(s): *Credit or concurrent registration in statement removed.*

5. Change to prerequisites.

Mechanical Engineering

M E 314. Engineering Design: Mechanical Components (3)

Prerequisites: Mechanical Engineering 102, 202, 240, 241, 304 (or Civil Engineering 301).

Application of mechanics, physical properties of materials, and solid mechanics to the design of machine elements. Student design projects.

Change(s): Addition of M E 240 and 241 to prerequisites.

6. Change to prerequisites.

Mechanical Engineering

M E 330. Control Systems Laboratory (3)

Two lectures and three hours of laboratory.

Prerequisites: Mechanical Engineering 202, 220 [or Aerospace Engineering 220]; Electrical Engineering 204; Aerospace Engineering 280 and 340; Linguistics 200 or Rhetoric and Writing Studies 200; and Physics 196L.

Control theory (e.g. stability, feedback, PID control) with applications in microprocessor-based control of dynamic, vibrational, and mechatronic systems. “Bread-boarding” and BASIC programming of microcontrollers and graphical programming of PC-based controller interfaces.

Change(s): *Credit or concurrent registration in statement removed.*

7. Change to prerequisite.

Mechanical Engineering

M E 351. Engineering Thermodynamics (3)

Prerequisite: Mechanical Engineering 350.

Analysis and design of gas and vapor power cycles, and refrigeration systems. Generalized property relations for gases and gas-vapor. Air-conditioning. Combustion and chemical equilibrium. Design of engineering systems and processes.

Change(s): Removal of A E 340 from prerequisites.

RHETORIC AND WRITING STUDIES

1. New course.

Rhetoric and Writing Studies

RHETORIC SUSTAINABILITY (C-2)

RWS 360. Rhetoric of Sustainability (3)

Prerequisite: Completion of the General Education requirements in Composition and Critical Thinking.

Analysis and construction of sustainability texts from a variety of interdisciplinary, popular, and professional contexts. Collaboration through service learning to produce texts related to sustainability.

2. New course.

Rhetoric and Writing Studies

WRITING FOR ENGINEERS (C-2)

RWS 392W. Writing for Engineers (3)

Prerequisite: Satisfies Graduation Writing Assessment Requirement for students who have completed 60 units; completed Writing Placement Assessment with a score of 8 or higher or earned a grade of C (2.0) or better in Rhetoric and Writing Studies 280, 281, or Linguistics 281 if score on WPA was 6 or lower); and completed General Education requirements in Composition and Critical Thinking. **Proof of completion of prerequisites required:** Test scores or verification of exemption; copy of transcript.

Composition of presentations and texts for a wide range of engineering audiences, genres, purposes, and settings. Development of critical reading and writing skills by exploring how content contributes to effectiveness and meaning in engineering documents.

Report prepared and respectfully submitted by Curriculum Services on behalf of the Undergraduate Curriculum Committee.

TO: SEC/Senate

FROM: Mary Ruth Carleton, Vice President, University Relations and Development

DATE: April 18, 2017

RE: Information

The Campaign for SDSU:

The Campaign for SDSU now stands at \$792M. The following are gifts of note since the last report:

A \$150,000 pledge from faculty emerita, Dr. Carey Gail Wall, will support the MFA Musical Theatre Endowed Professorship in the College of Professional Studies and Fine Arts.

MRC Smart Technology Solutions made a \$52,600 gift to support the Aztec Club Director's Cabinet in Athletics.

Alumnus Frank Feeney and his wife, Donna, made a \$5,100 gift supporting the CAL Dean's Excellence Fund in the College of Arts and Letters.

Alumna Kathryn Kirk-Malters named SDSU in her trust for a \$100,000 gift which will create the B.J. Spitler Endowed Scholarship to support students pursuing a degree in Social Work or Nursing in the College of Health and Human Services.

A \$10,000 gift from AMDM will help fund the AMDM Master of Science in Regulatory Affairs Scholarship in the College of Sciences.

Eric A. Rudney made a \$5,000 gift to support the Director's Discretionary Fund in the Fowler College of Business.

The Camp Able Program in the College of Professional Studies and Fine Arts received a \$5,000 gift from the Lipp Family Foundation.

A \$5,000 gift from Duane Morris LLP will support Aztec Athletics.

The SDSU Athletics Excellence Fund received a \$10,000 gift from alumnus Dennis T. Odiome.

The Antenna and Microwave Lab in the College of Engineering received a \$10,000 gift from Cubic Corporation.

Aztec Athletics received the following gifts: \$10,000 from Steve and Lisa Altman, \$6,000 from Pillsbury Winthrop Shaw Pittman and \$5,000 from T.K. and Ellen Bryson.

Gilead Science, Inc. made a \$15,000 gift to support the CSUPERB CSU Ed Research Biotech Fund in the College of Sciences.

Alumna Nancy Bailey made a \$10,000 gift in support of the A.R. Bailey Dean's Endowment in the Fowler College of Business.

A \$7,101 gift-in-kind from Ardea Biosciences, Inc. will support the College of Sciences.

Faculty Emeritus Dr. Thomas Davies, Jr., and his wife, Adele, an alumna, made a \$12,438 gift-in-kind supporting Special Collections in the Love Library.

Alumnus Greg Smith and his wife, Arlette, made a \$25,000 planned gift supporting the Gregory J. Smith Master of Public Administration Endowed Scholarship in the College of Professional Studies and Fine Arts.

The Zahn Innovation Center in the College of Engineering received a \$10,000 gift from ViaSat, Inc.

A \$5,000 gift from the Estate of alumnus Rod Calvao will support the Men's and Woman's Golf Excellence Funds in Athletics.

Faculty Emerita, Arline M. Fisch made a \$5,000 gift to support the Arline M. Fisch MFA in Jewelry and Metalsmithing Endowed Scholarship in the College of Professional Studies and Fine Arts.

Debra A. Wong made an \$80,000 pledge to support the Ellen G. and Edward G. Wong Endowed Scholarship in the Fowler College of Business.

The CAL Dean's Excellence Fund in the College of Arts and Letters received a \$20,000 gift from Alumnus Wesley R. Thompson and Marie Hornik.

Clark Construction Group, LLC made a \$100,000 pledge to support the Engineering and Interdisciplinary Sciences Complex in the College of Engineering.

Alumna Deborah Quiett increased her existing planned gift by \$125,000. This gift will support the Dean's Excellence Fund in the College of Arts and Letters and the Geological Sciences and Dean's Excellence Funds in the College of Sciences.

Alumnus John Wills and his wife, Jane, made a \$2M planned gift to create six undergraduate student scholarships.

Campaign, Presidential & Special Events:

The third **Provost's Distinguished Lecture Series** was held on Wednesday, March 1 in Montezuma Hall at the Conrad Prebys Aztec Student Union. The distinguished speaker was SDSU alumnus and Costco co-founder and director, Jim Sinegal, who gave an inspiring presentation to over 700 faculty, staff, students and community members.

On Wednesday, March 15, SDSU hosted the annual **Kyoto Prize Symposium**. This year's Laureate in advanced technology was Dr. Takeo Kanade, a world-leading roboticist with a nearly 40-year history of technological innovation. Dr. Kanade was recognized for his pioneering contributions to the theory of computer vision. His lecture was presented to

over 500 community members, SDSU faculty, staff and students as well as high school students from throughout San Diego and Baja California. The Kyoto Prize Symposium is a collaborative effort between the San Diego State, University of California, San Diego, University of San Diego and Pt. Loma Nazarene University.

Media Relations:

2016-17 Marketing and Communications Key Metrics Goals

	<i>Month</i>
SDSU NewsCenter	
Visitors	42,589
Page Views	68,900
Twitter	
Followers	1,309
Impressions (paid)	
Clicks (organic)	3,337
Clicks (paid)	
Facebook	
Fans	1,712
Impressions (paid)	4,650,115
Likes/Comments (organic)	20,142
Clicks (paid)	3,755
YouTube	
Views (organic)	7,634
Views (paid)	13,291
Instagram	
Followers	1,300
Likes (organic)	28,945
Impressions (paid)	474,043
Video views (paid)	
Media Relations	
Total Clips	2,782
National Hits	333
Major Hits	36
Merit	
Students with Merit Pages	31
High Schools reached	24
Social Media Impressions	-

<i>Year to Date</i>
-
371,896
582,671
81,682
760,414
25,392
45,088
114,920
20,776,295
258,506
84,188
66,926
153,652
24,000
182,724
805,174
30,005
24,317
1,858
257
9,790
375
64,605

<i>Annual Goals</i>	
SDSU NewsCenter	
Visitors	440,000
Page Views	720,000
Twitter	
Followers	65,000
Impressions (paid)	5,000,000
Clicks (organic)	6,500
Clicks (paid)	61,000
Facebook	
Fans	115,000
Impressions (paid)	43,000,000
Likes/Comments (organic)	610,000
Clicks (paid)	135,000
YouTube	
Views (organic)	132,000
Views (paid)	575,000
Instagram	
Followers	22,000
Likes (organic)	28,000
Impressions (paid)	550,000
Video views (paid)	115,000
Media Relations	
National Hits	3,600
Major Hits	275
Merit	
Students with Merit Pages	10,000
High Schools reached	775
Social Media Impressions	TBD

Community Relations	
Community Members brought to campus for event or activity	
Significant individual meetings and interactions in the community	

	434
	190

Community Relations	
Community Members brought to campus for event or activity	600
Significant individual meetings and interactions in the community	240

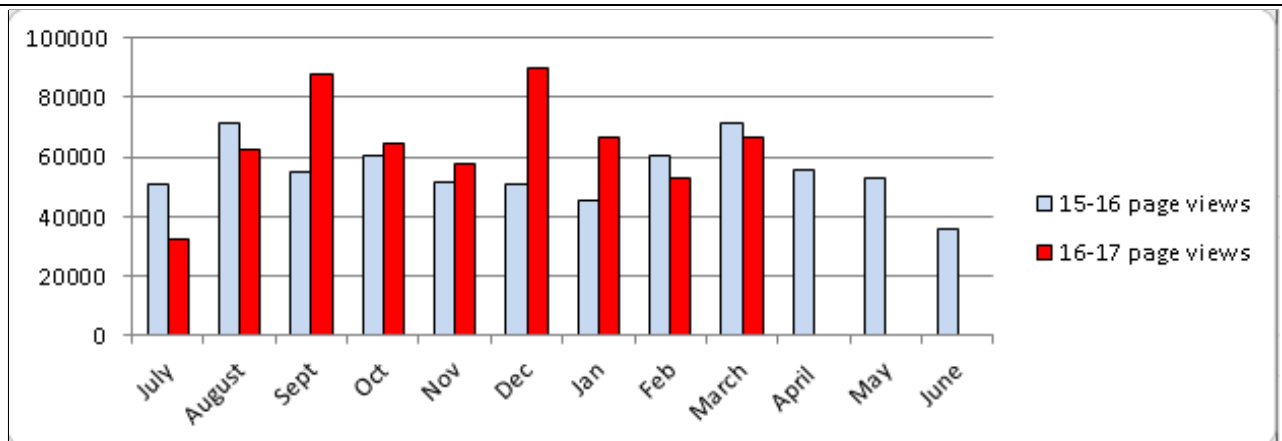
Detail

SDSU NewsCenter Top Stories This Month

SDSU Grad Programs Ranked Among Nation's Best (5,157), President Elliot Hirshman Ending Tenure (3,855), New Study Shows Americans Having Sex Less Often (3,036)

Traffic Sources to SDSU NewsCenter this month

Google (22,445), Facebook (10,409), Twitter (2,224)



Media Relations National Hits

SDSU secured several major media hits in the month of March, including coverage of the university being named a top graduate school by US News in the Union Tribune, East County Magazine, Solo News and CW6; John Ayers' research on e-cigarette use in the Huffington Post, Yahoo News, Men's Fitness, The Union Tribune and KNX Radio; SDSU's part in the discussion over the future of the Qualcomm stadium site was highlighted in The Union Tribune, Fox Sports, and Sports Illustrated to name just a few; Chris Glembotski's discovery of a protein that is believed to play a major role in preventing heart disease was covered in Medical News and Medical Xpress; and Jean Twenge's latest study about Americans being less sexually active than prior generations received coverage in The Chicago Tribune, The Guardian, The Washington Post and The Huffington Post among others.

Merit Monthly Achievements	Total Students		Student Open Rate		Student Click Rate	Media Outlets
2	38		1		76%	65

Community Relations

SDSU Community Relations hosted the following events: A College View Estates Association meeting at the PPG Alumni Center introduced residents to the new west campus student housing project. Approximately 40 residents attended to ask questions about the project and learn about the process for them to provide feedback. Provost's Lecture: Community members were also invited to attend the Provost's lecture with Jim Sinegal, several of whom attended.