The Senate was called to order at 2:05   p.m.

Members present:

Academic Senators: Eadie, Ornatowski, Wheeler
Arts and Letters: Abdel-Nour, Borgstrom, Del Castillo, Graubart, Donadey, Mattingly, McClish, Moore, Osman, Putman, Imazeki [Absent: Blanco, Esbenshade, Cummins.]
Business Administration: Fleming, Peter. [Absent: Chan, Ely and Dimofte]
Coach: [Absent: Van Wyk.]
Education: Duesbery, Graves [Absent: Danforth, Bezuk, Butler-Byrd.]
Engineering: Beyene, Engin, Valdes.
Health and Human Services: Nip, Pruitt-Lord, Kahan, Rauh, Verity [Absent: Chowdhury.]
Imperial Valley Campus: [Absent: Ponce.]
Lecturers: Justice, Williams
Library: Bliss for Rhodes
MPP I & II: Richeson
Parliamentarian: [Absent: Eadie.]
Professional Studies and Fine Arts: Durbin, Lindemann, Bober-Michel, Pauley, Testa. [Absent: Cirino.]
Sciences: Atkins, Shen, Bowers, Schellenberg, Ponomarenko, Ulloa, Wolkowicz [Absent: Beck, Deutschman, Xie, Papin.]
Staff Senators: Evans, Thurn. [Absent: Aguilar, Baxter]
University Services: Rivera
Administration: Collins for Hirshman, Enwemeka, Welter, Chase [Absent: Rivera, Shapiro]
Associated Students: Polant, Bain, Kim [Absent: Baer]
CFA: [Absent: Toombs.]
Guests: Benkov, LaMaster

1.   **Agenda (Bober-Michel)**

MSP   Approved amended agenda for March 3, 2015.

2.   **Minutes (Bober-Michel)**

MSP   Approved March Senate Minutes.

3.   **Announcements (Ornatowski for Ely)**

- President Hirshman approved action items from the March meeting.
- It's time for Senate elections; please recruit or nominate colleagues, or nominate yourself. The nomination process closes on April 20, and the ballot will be distributed on April 23. Elections close on May 1.
- ASCSU Senator elections are in process (close date: Thursday, April 9); please vote.
- Senate Distinguished Professor Award 2014/15: Matt Anderson. The event to honor Anderson's excellence in teaching is set for Tuesday, April 28 in the Conrad Prebys Aztec Student Union Theatre (3:30 to 5:30 pm). Dr. Anderson's lecture is titled *The Learning Glass Project* (see: http://its.sdsu.edu/tech/learning_glass.html). Refreshments will be served.
- Associated Students will be reviewed next year. We need four faculty to serve on the review panel—so please volunteer or help identify interested peers. The panel will do its work during the Fall 2015 semester, while AS will complete its self-study over the Summer.
- The Northridge and San Jose campuses passed resolutions in support of the ASCSU resolution on Academic Freedom.

4. **Academic Affairs (Enwemeka)**

   Update / CAL Dean. The Search Committee recommended its top candidate and administrators are now negotiating with that person. An announcement about the position is expected soon.
   • **Update / AVP Benkov's position (internal search)**. 12 applications are being processed, and interviews of the top candidates will be scheduled (and take place) within the next few weeks.
   • **Faculty searches**. There were 64 searches altogether; 28 of the offers are already accepted while 29 are still ongoing and 5 have failed. The Provost would like to revisit the process, and thus better understand why searches are and aren't successful. In some units multiple searches proved unsuccessful (which suggests problems that must be addressed).

   The call is out for next year's searches—and decisions about which do or don't move forward will be made by the same people involved in last year's process: Chair/AP&P, Chair/AR&P, Senate Chair, Chair/Faculty Affairs, Chair/Diversity, etc.

   • **SDSU in Georgia**. We're beginning to see our reach. About 300 Georgian students have shown interest in entering the program—but two more stages of student recruitment remain. There are 200 other students already in school who want to transfer into the program. We were in the dark about demand, but now we have a good indication of our impact. Time remains, however, for more soliciting. Our advisor in Georgia is immersed in recruitment activities throughout the region.
   • **Fulbright applications**. 13 applications made it to the office level, and 8 are approved. This is quite an accomplishment.
   • **Equity raises**. These are now completed.

   Discussion:
   Moore: Confirming that the positions (Kathy LaMaster) named comprise the Tenure Track Planning Committee.
   Donadey: About 80 requests will go forward (7 for each College, plus the library and IVC)? Are we really doing that many?
   Provost: The goal is to hire 60. The Tenure Track Planning Committee will advise about these requests.
   Del Castillo: Inquired about the Ethnic Studies resolution passed last April by the CSU. She asked if Ethnic Studies is part of the new hire search?
   Provost: Colleges know best about their needs. He's not sure how the Colleges make those choices but ultimately they are reviewed by the Committee noted above. It's up to a College to make its case compelling.

5. **SEC Report (Ornatowski)**

   • The AR&P and AP&P referrals on *class size* will come to the Senate in May (after hearty discussion at SEC).
   • AP&P and Faculty Affairs have a new referral—a recommendation from the Student Grievance Committee. It focuses on peer evaluations—including their "worth" in any given class (5%) and the need for a clear rubric to guide student reviewers,
   • Environment and Safety will report in May (re implementation of the smoke-free campus policy).

   Shackelford: Asked for clarification of the Student Grievance Committee request.

Committee	Date	Item	Referred by
Environment and Safety	January 20, 2015	evaluate the implementation plan of the "smoke-free campus" policy and assess how well the plan had been implemented, as well as any barriers to implementation.	Officers
Academic Resources and Planning	January 29, 2015	Advise the Senate on the recommendations of the Class Size Task Force	Officers
Academic Policy and Planning	January 29, 2015	Examine the recommendations of the Class Size Task Force and advise the Senate on any action to be taken	Officers
Faculty Affairs	January 29, 2015	Advise the Senate on the recommendations of the Faculty Evaluations Task Force; Review policy on Student Evaluation of Teaching Effectiveness	Officers
Academic Policy and Planning and Faculty Affairs	April 1, 2015	Advise the Senate on the recommendation of the Student Grievance Committee	Officers

6.   New Business: Action Items

6.1   Committees and Elections (Moore)

Action:

The Committee on Committees and Elections moves approval of the following appointments and reappointments or replacements to committees with terms to begin and end as noted:

Academic Policy and Planning
Asfaw Beyene, ENG (term beginning June 2015, term ending May 2018)
Donna Castañeda, IVC (term beginning June 2015, term ending May 2016)

Academic Resources and Planning
Jonathan Graubart, A&L (term beginning June 2015, term ending May 2018)

Bookstore Advisory
Glen McClish, A&L (term beginning June 2015, term ending May 2018)
Richard Neumann, IVC (term beginning June 2015, term ending May 2016)

Committee on Committees and Elections
Gregorio Ponce, IVC (term beginning June 2015, term ending May 2016)

Constitution and Bylaws
Eniko Csomay, A&L (term beginning June 2015, term ending May 2018)
Stella Chizik, EDU (term beginning June 2015, term ending May 2018)

Diversity, Equity, and Outreach
Anne Donadey, A&L (term beginning June 2015, term ending May 2018)
Beth Chung, BUS (term beginning June 2015, term ending May 2018)
Elizabeth Cordero, IVC (term beginning June 2015, term ending May 2016)

Environment and Safety
David Ashley, AS (term ending May 2015)

GE Curriculum, and Assessment
Doreen Mattingly, A&L (term beginning June 2015, term ending May 2018)
Sarah Garrity, EDU (term beginning June 2015, term ending May 2018)
Bruce Westermo, ENG (term beginning June 2015, term ending May 2018)

Graduate Council
Damon Fleming, BUS (term beginning June 2015, term ending May 2018)
Mahasweta Sarkar, ENG (term beginning June 2015, term ending May 2018)

Instructional and Information Technology
Ming-Hsiang Tsou, A&L (term beginning June 2015, term ending May 2018)

Liberal Studies
Stacy Bodus, IVC (term beginning June 2015, term ending May 2018)

Library
Paul Justice, A&L (term beginning June 2015, term ending May 2018)
Edward Beasley, A&L (term beginning June 2015, term ending May 2018)
Janet Bowers, SCI (term beginning June 2015, term ending May 2018)
Ning Tang, BUS (term beginning June 2015, term ending May 2018)
Ege Engin, ENG (term beginning June 2015, term ending May 2018)

Student Learning Outcomes
Kathy Krentler, BUS (term beginning June 2015, term ending May 2018)

Sustainability
Stephanie Hernandez, AS (term ending May 2015)

Undergraduate Curriculum
Satish Kumar Sharma, ENG (term beginning June 2015, term ending May 2018)
Rodger Bwayo, AS (term ending May 2015)
Magdalena Altamirano, IVC (term beginning June 2015, term ending May 2016)

Undergraduate Council
Michael Diomartich, AS (term ending May 2015)
Juan Carlos Ramirez-Pimienta, IVC (term beginning June 2015, term ending May 2016)

University Research Council
Enrico Marcelli, A&L (term beginning June 2015, term ending May 2018)
Robert Briggs, BUS (term beginning June 2015, term ending May 2018)
Cynthia Park, EDU (term beginning June 2015, term ending May 2018)
Donna Castañeda, IVC (term beginning June 2015, term ending May 2016)

MP   The Senate approved the above committee appointments.

6.2   **Constitution and Bylaws (Csomay)**

Action:

Jessica Barlow, Chair of the Sustainability Committee, asked the Constitution and Bylaws Committee to review the proposal to change language concerning the Policy File: 1) to update the name of Business Operations, and 2) to define the functions of the committee more accurately in order to reflect current practices.

Current Policy File Language:

Sustainability, Committee on

1.0   Sustainability refers to practices designed to meet the needs of the present without compromising the ability of future generations to meet their own needs. It encompasses teaching, research, and practice in a variety of areas including but not limited to policy development, building design and construction, waste management and recycling, energy production and use, water use, and transportation.

2.0   Membership (15): five faculty, with no more than two from any one college; one staff member; Vice President for Student Affairs or designee; Dean of Undergraduate Studies or designee; Director of Facilities Planning, Design & Construction or designee; Associate Vice President for Enterprise Operations or designee; SDSU Research Foundation Director of Facilities or designee; General Manager, KPBS or designee; CEO of Aztec Shops or designee; two students.

3.0   Functions. The Committee shall

3.1   study sustainability issues related to the campus and make recommendations to improve sustainable practices.

3.2   receive copies of Executive Orders or other instructions to the campus dealing with sustainability and report on them to the Senate.

3.3   serve as the resource to faculty wishing to undertake research or propose curriculum in sustainability

3.4   coordinate with the Committee on Environment and Safety and the Campus Development Committee to ensure that sustainability is taken into consideration in the deliberations of those bodies.

Proposed Policy File Language (changes underlined):

Sustainability, Committee on

1.0   Sustainability refers to practices designed to meet the needs of the present without compromising the ability of future generations to meet their own needs. It encompasses teaching, research, and practice in a variety of areas including but not limited to policy development, building design and construction, waste management and recycling, energy production and use, water use, and transportation.

2.0   Membership (15): five faculty, with no more than two from any one college; one staff member; Vice President for Student Affairs or designee; Dean of Undergraduate Studies or designee; Director of Facilities Planning, Design & Construction or designee; Associate Vice

President for <u>Business</u> ~~Enterprise~~ Operations or designee; SDSU Research Foundation Director of Facilities or designee; General Manager, KPBS or designee; CEO of Aztec Shops or designee; two students.

3.0   Functions. The Committee shall

3.1   study<u>, track, and review</u> sustainability issues related to the campus and make recommendations to improve sustainable practices<u>,</u>

3.2   <u>coordinate with campus units and the community to ensure that sustainability is taken into consideration,</u>

3.2.1   ~~coordinate~~ <u>communicate with</u> the Committee on Environment and Safety and the Campus Development Committee to ensure that sustainability is taken into consideration in the deliberations of those bodies,

3.3   receive copies of Executive Orders or other instructions to the campus dealing with sustainability and report on them to the Senate,

3.4   serve as ~~the~~ <u>a</u> resource to faculty<u>, staff, and students</u> wishing to undertake research<u>, propose curricular changes</u>, or <u>pursue sustainable practices,</u>

3.5   <u>communicate these activities and outcomes to the Senate, campus, and the broader community.</u>

Rationale: The committee officially reports to the Senate and unofficially reports to the campus community and beyond. We request the following changes because expectations from the Senate and the University more generally have evolved since the committee was first established. We wish to add the terms "track" and "review" to item 3.1 because sustainability is ever-evolving; this allows us to look not only inward at current practices, but also outward as new issues emerge.

MP   The Senate approved the Policy File changes regarding the Sustainability Committee.

6.3   **Faculty Honors and Awards (Valdes)**

Action:

The Faculty Honors and Awards Committee recommends that the Senate approve emeritus status for:

James B. Gerber, Professor of Economics, June 6, 2015, 30 years
Gary H. Girty, Professor of Geological Sciences, May 19, 2015, 31 years
Gordon Lee, Professor of Electrical and Computer Engineering, May 20, 2015, 15 years
Rebecca Moore, Professor of Religious Studies, August 15, 2015, 16 years
Nagy S. Nosseir, Professor of Aerospace Engineering, May 20, 2015, 32 years

MP   The Senate approved emeritus status for the individuals listed above.

6.4   **Graduate Council (Balsdon)**

Action:

<u>BIOMEDICAL QUALITY SYSTEMS</u>

    1.   Change in program.

        Biomedical Quality Systems
        Master of Science Degree in Biomedical Quality Systems
        (Offered through the College of Extended Studies)
        (Major Code: 09994) (SIMS Code: 771491)

        Change: Master's program has been deleted.

MP   The Senate approved the deletion of the Master of Science Degree in Biomedical Quality Systems.

7.   **New Business: Consent Calendar (Committee Reports)**

MSP   To receive the reports on the Consent Calendar.

7.1   **ASCSU (Wheeler)**

    Information:

    Report from the March 19-20, 2015 plenary meeting of the Academic Senate, CSU

    1. The following resolutions were passed or given first readings:

    A. Resolutions Passed:

    AS-3202-15/FGA (Rev) Opposition to John Wiley and Sons Requiring the CSU to Purchase Access to Unwanted Journals in its Bundling of Online Journals (Second Reading): This resolution is designed to put pressure on Wiley (and other publishers) who bundle journal content. It endorses the decision by the libraries of the CSU to discontinue the systemwide arrangement to purchase online journal access from Wiley and holds that bundling will force CSU libraries to purchase unwanted journal content, resulting in significantly higher costs to the libraries. The resolution urges that until a systemwide agreement with Wiley is reached, faculty, where appropriate, avoid using Wiley textbooks and other educational materials in their classes.

    AS-3204-15/FGA Initial 2015 Legislative Advocacy Positions of the Academic Senate of the California State University (First Reading, Waiver): This resolution is part of the 2015 Legislative Advocacy Strategy of the ASCSU. It establishes official ASCSU positions on bills of interest to the body currently before the California State Legislature. ASCSU positions are included in the accompanying document titled "Academic Senate of the California State University, Positions on Proposed Bills in the California State Legislature – 2015."

    AS-3205-15/FGA Support for the "Stand with the CSU" Budget Initiative (First Reading, Waiver): This resolution expresses appreciation for the Governor's proposed $142 million increase to the proposed 2015-2016 CSU support budget, but points out that the increase is insufficient to fully address the needs of the CSU. It urges members of the California State Legislature to support a further augmentation of the CSU support budget by $97 million to fully fund the CSU Board of Trustees 2015-2016 budget request, and to formally show support for the budget augmentation by signing a letter of support for the CSU's "Stand with the CSU" initiative directed to that end.

B. First Reading Resolutions:

AS-3206-15/AA Academic Senate, CSU Participation in the Western Interstate Commission on Higher Education (WICHE) Passport Project: The WICHE Passport Project is designed to allow the bulk transfer of General Education certification via an interstate "passport." The Passport does not allow for independent evaluation by "signatory" institutions of Passport related content. The CSU is not a formal signatory to the project; however, the WICHE website lists the ASCSU as a participant in the project. This resolution is designed to clarify that ASCSU participation in Passport conversations does not endorse, or indicate agreement to become a signatory to, the Passport project.

AS-3207-15/FA The Call for a Plan to Increase Tenure Density in the California State University: This resolution calls upon the Chancellor and Board of Trustees to prioritize recruitment and retention of tenured/tenure track faculty and develop and implement a plan to increase tenure density to at least 75%, and reduce the student-faculty ratio (SFR) to 18:1, in ten years. It also urges the Chancellor and Board of Trustees to advocate with the Governor and Legislature to provide the funding necessary to implement the plan, and urges campus presidents to initiate campus discussions of resource allocation to increase tenure density and lower SFR. It requests that the Chancellor and Board of Trustees provide annual reports on their progress toward restoring and building the faculty workforce.

AS-3208-15/EX Academic Senate of the CSU Calendar of 2015-2016 Meetings: The title of this resolution is self-explanatory. ASCSU meetings are scheduled the week prior to Board of Trustees meetings.

AS-3209-15/AA Towards a Culture of Assessment in the California State University System: A Call for Faculty Professional Development: This resolution encourages the creation of a systemwide culture of assessment in the CSU, encourages the CSU to support systemwide faculty development in assessment, and urges campus senates to review and revise their policies to ascertain that supports are in place to facilitate faculty competence in assessment.

AS-3210-15/FGA Request for Revision to Executive Order 699 ("Leases") Governing Campus Lease Agreements: This resolution requests that the Chancellor, consult with appropriate stakeholders, including the ASCSU, and revise Executive Order 699 to update the practices and procedures to be followed by all campuses and auxiliaries for the purpose of ensuring thorough consultation prior to a campus executing real estate lease agreements affecting the campus community. It specifically requests that Executive Order 699 be revised to prohibit campuses and auxiliaries from allowing the lease of space to entities duplicating degree offerings at a campus. It also asks Chancellor White to rescind, if possible, any lease agreements currently in place or under consideration, that allow for the leasing of space to entities duplicating degree offerings at a campus. The resolution is a response to several campus agreements with third parties to lease space in and around facilities controlled by the campus. Particularly highlighted in the rationale is a situation at Sacramento State where the university, without consultation with the university community, leased space to the for-profit California Northstate University for its undergraduate program in Health Sciences. That program is virtually identical to programs and courses offered at Sacramento State.

AS-3211-15/AA Expectations for Upper Division General Education: The purpose of this resolution is to more explicitly define upper division GE in light of recent developments regarding California Community College BA degrees and changing expectations for General Education. It provides that the characteristics of upper division GE should include that: a) GE be an integrative experience that relies upon knowledge and skills obtained in lower division GE; b) the upper division portion of CSU GE requirements be acknowledged as the campus specific contribution of GE for each campus, with each campus able to independently

determine the transferability or appropriateness of transfer for upper division GE coursework; and c) that campus or system variations to the characterization of upper division GE in this resolution be permissible under Executive Order 1100.

C. Full texts of these resolutions may be found through the following link:

http://www.calstate.edu/acadsen/Records/Resolutions/2014-15.shtml

2. The following outline digests the main business of the plenary. More complete information is available on request. Please direct requests to Senator Wheeler:

1. CSU Trustee Norton remarked on his general concerns about the CSU
2. CSU Chancellor White's remarked on tenure density in the CSU
3. ASCSU Chair Filling's report outlined the foci for the CSU Sustainable Financial Model Task Force
4. Academic Affairs Committee reported on BA degrees in the California Community Colleges
5. Faculty Affairs Committee presented a resolution concerning Tenure Density in the CSU
6. Fiscal and Governmental Affairs presented a resolution concerning ASCSU 2015 Legislative Priorities
7. Faculty Trustee Candidates were interviewed: Professors Holl, Tarjan, Chapman, and Stepanek interviewed; Holl and Stepanek nominated to BOT
8. General Education Advisory Committee discussed the new Executive Order for GE and presented a first reading of a resolution defining expectations for Upper Division GE courses
9. Academic Technology Service, AVC Gerald Hanley discussed the CSU System-wide Online Course Initiative (Coursematch)

7.2   **Academic Resources and Planning**

Information:

University Budget:
At our March 3rd meeting, the Senate was briefed on the University budget by Thomas McCarron, VP for Business and Financial Affairs and CFO. Several senators asked for a handout with some of the key budget numbers. As chair of ARP, I offered to provide a graphic that I created for our use in ARP. The budget figure was created from materials presented at the President's Budget Advisory Committee (PBAC). To improve the interpretability of the graphic, some budget categories were combined.
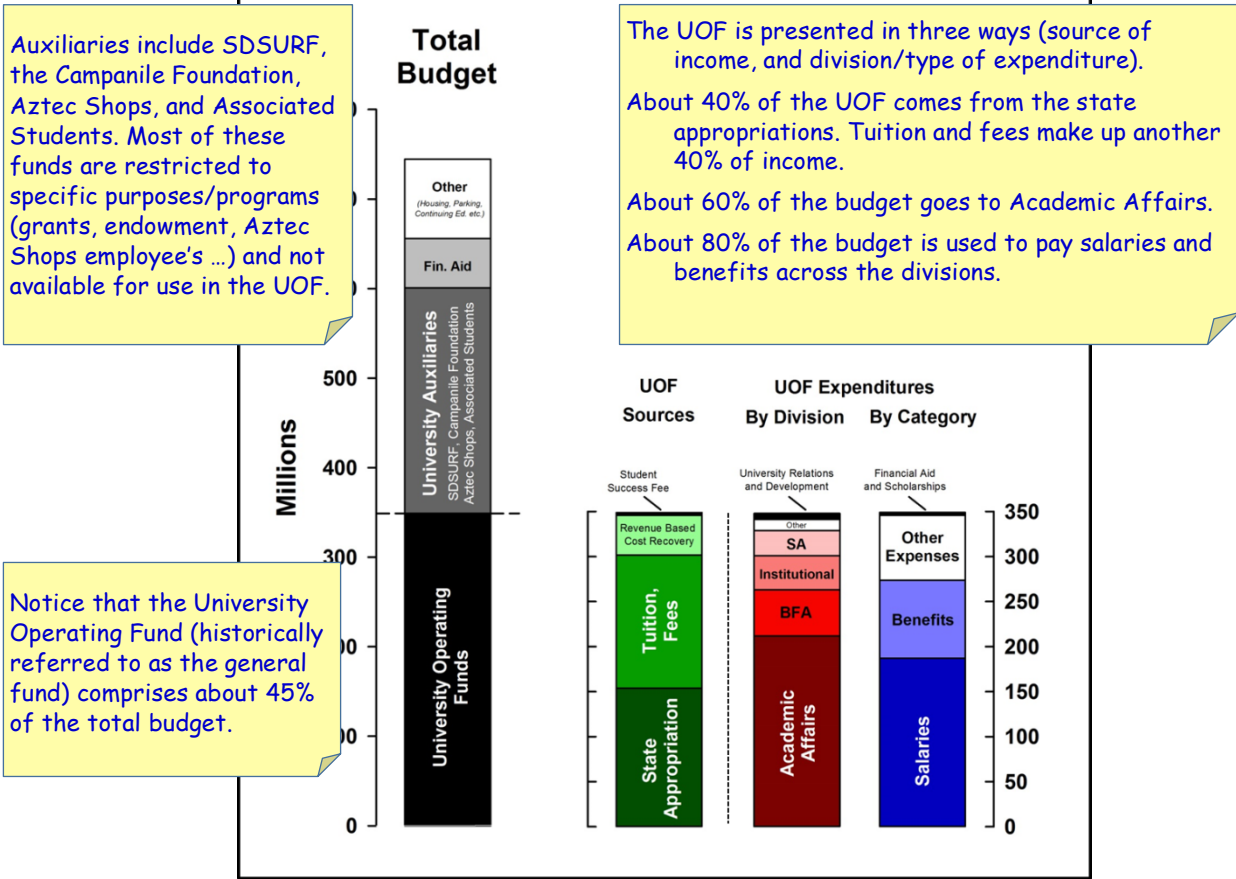
The four stacked bar charts illustrate the SDSU budget from several perspectives. The total budget for SDSU and its related programs is ~750 million dollars (left bar). Slightly less than half of this is the University's Operating Fund ("UOF", black segment). The three bars to the right show UOF revenue sources (green), expenditures by division (red), and expenditures by category (blue).

University Budget (continued):
One key take-home message is that the appropriation from the State is now less than half of the University Operating Fund. To put that in perspective, the appropriation only covers about ~85% of the salaries and benefits for Academic Affairs. That doesn't include other expenses in Academic Affairs, other divisions like Student Affairs, or other critical needs like deferred maintenance.

Requests for Base Funds
Academic Affairs requested a "change of funding purpose" for **~ $60,000** of base funding in enrollment services for admissions. Discussion at ARP was limited to clarifications. No objections were raised and the committee was in unanimous support of the proposal.

Requests for One-Time Funds
Academic Affairs requested **$5,000,000** in one-time funds for the new Engineering and Interdisciplinary Sciences Building. The committee discussed this at length since it was a significant expenditure. The new building is possible because of new CSU rules governing capital projects. Funding is expected to come from the CSU, SDSU, and external (donor) support. There are significant up-front costs associated with construction planning, building temporary office and lab space etc. These costs are part of the overall budget for the building and do not represent a change to the overall budget for the building. The committee supported the request but asked to be kept apprised of the total cost of this building as well as any significant changes to the balance of available one-time funds (reserves).

$150,000 in one-time funds was requested for a STEM (Science, Technology, Engineering, and Math) readiness program. The proposal includes a summer program, development of a learning community, course re-design, and faculty development and dissemination. Importantly, there is also an assessment/evaluation plan in place. The committee was in unanimous support of the 1-yr proposal and emphasized the importance of program evaluation.

$580,000 in one-time funds was requested to upgrade the computer lab on the second floor of the Love Library. The carpeting is stained, the tables and chairs are in poor condition. The computer lab is a resource for all students and the committee was in complete agreement about the need for this refresh. The committee urged the library to involve the Disability Advisory Compliance Committee to make sure that the new layout is accessible to all students. The committee was in unanimous support of the proposal.

$125,000 in one-time funds was requested for a "professor of practice." This request grew out of an opportunity to support a postdoctoral scientist trying to commercialize the results of his dissertation research at SDSU. The request includes salary and benefits as a lecturer and some equipment/supplies money. The committee supported the idea that investing resources in strategic initiatives and opportunities is important. The committee agreed that this proposal had some merit but raised several concerns about the source of funds and the process used to identify this person/project. The committee did not reach consensus on this proposal. Instead, we agreed that the chair would bring these concerns to the members of PBAC.

Curricular Proposals

The following four proposals were approved:

1) #14-31:   English: **New** Minor in Children's Literature
                Resources: No new resources requested.

2) #14-84:   Teacher Education: **Delete** Ed.D. Degree in Education [SDSU/USD]

The joint doctoral program has been replaced by a new program. There are no students in this program.

3) #14-85: College of Sciences. **Delete:** MS in Biomedical Quality Systems
Supporting materials state that the number of students does not warrant keeping the program.

4) #14-101:   International Business: **Deletion** of two dual degrees
MEXUS and SanBrazil Dual Degree. These programs are no longer feasible with new accreditation guidelines. All students have completed their SDSU coursework. No students will be impacted.

7.3   **California Faculty Association (Toombs)**

Information:

Campus-based salary equity program

"To: SDSU Faculty and Staff
From: Elliot Hirshman, President
          Chukuka Enwemeka, Provost
          Tom McCarron, Vice President for Business & Financial Affairs
          Eric Rivera, Vice President for Student Affairs
          Mary Ruth Carlton, Vice President for University Relations and Development
          Steve Welter, Vice President for Research
          Edee Benkov, Vice Provost for Faculty Affairs
          Jessica Rentto, Associate Vice President, Administration
Subject: Equity Increases for Faculty and Staff

We write to inform you of equity programs for our faculty and staff that will be implemented during the current year.
Pursuant to the provisions of the relevant collective bargaining agreement, the President has consulted with the representative of the campus CFA regarding the faculty equity program. The program described below will be implemented retroactive to July 1, 2014. The primary purpose of the faculty equity program is to reduce the compression of faculty salaries in which salaries of faculty members who have served more years in an academic rank are similar to the salaries of colleagues who have served fewer years in this academic rank. The program accomplishes this objective by providing percentage raises for tenure-track faculty as indicated in the table below. The percentage raises are in addition to raises provided by the General Salary Increase (GSI), Salary Recovery Adjustments (SRA), and the system-wide equity program.

Years in Current Rank for Tenure-track Faculty	Percentage Raise from Equity Program
3-4	1%
5-6	1.5%
7-9	2.0%
10 or more	2.5%

In addition to these increases, two additional groups of faculty members will receive increases under the faculty equity program. New tenure-track faculty members hired after July 1, 2014 below the SSI maximum will receive the equivalent of an SRA. Three-year full-time lecturers who have served 7 or more years in rank and are only slated to receive a 1.6% raise will receive an additional 1% increase.

The equity program for staff members will follow the existing In-Range Progression (IRP) procedures. Raises under this program are also in addition to the raises negotiated in the relevant collective bargaining agreements. Details regarding IRP procedures are available on the Center for Human Resources website at: http://hr.sdsu.edu/pdf/Employment/IRPFormAndGuidelines.pdf"

CFA's response to SDSU's campus-based salary equity program

"Dear Colleagues,

I am pleased that President Hirshman has taken the step of releasing details of the campus-based Equity program. When President Hirshman and I issued a Joint Statement last Fall announcing an SDSU Equity program, he became the first CSU campus president to agree to CFA's call for campus-based Equity. President Hirshman is now also the first CSU president to actually begin implementing campus-based Equity. I wish to commend the President for his leadership and for working with CFA on this issue.

I also want to make note of the collaborative spirit in which President Hirshman consulted with CFA on the Equity program. In the months since our Joint Statement announcing the program, he has been willing to engage in open and direct meetings with me about how to structure the Equity program. In response to concerns that I raised, President Hirshman close-to-doubled the amount of funding that he is applying to the Equity program, and I appreciate that movement on his part. I also appreciate that President Hirshman agreed with our recommendation that the program be retroactive to July 1, 2014, rather than the later date that had been under consideration. Although the President has the ultimate authority to decide the structure and funding of the program, he was willing to make these changes.

Having noted this collaborative spirit, I shared with President Hirshman in our discussions the specific reasons why this program does not go far enough in providing salary relief for the faculty. I wish to share those reasons with you as well.

To be sure, the SDSU Equity program is a good first step. It is only a first step, however, for two primary reasons: 1) the program does not commit enough funds, nor cover enough faculty members, to provide adequate salary relief, and 2) the program does not directly or sufficiently address Salary Inversion, which should have been a major focus of any Equity program.

Funding and coverage are insufficient
Plain and simple, the administration's program needs more funding. The increases in the program are simply not large enough to address the systematic underfunding of faculty salaries. Given San Diego State's singular position in the CSU, our nation-wide reputation, and the strength of donor support, it should have been possible to make the SDSU faculty a higher budget priority.

CFA's proposal would have provided larger increases, and would have provided those increases to all faculty members. All faculty members are in need of salary relief and all faculty members should have been included in the program. Under the administration's program, as an example, a faculty member with 20 years of service on our campus will receive nothing if he or she were promoted in the last 1-2 years. (I cited this example to President Hirshman, during our discussions, as a problem that needed to be fixed, but he declined to make an adjustment.) Under CFA's proposal, a faculty member with 20 years of service would have received a 5% longevity increase.

(You can view CFA's Equity proposal, presented to President Hirshman in December, at this link: http://www.calfac.org/sites/main/files/file-attachments/proposal_for_equity_program_-_sdsu_-_12-19-14_final.pdf
The CFA proposal utilized a point-based system to determine a faculty member's Equity increase. Faculty members could be credited with up to three points, and CFA suggested that each point should be worth a five percent salary increase. In a best-case scenario under the CFA proposal, a faculty member could earn up to a 15 percent increase.)

Program fails to address Salary Inversion
The administration's program does not directly address Salary Inversion, and this is a major deficiency of the program. (Salary Inversion is when new hires are brought in at higher rates of pay than longer-term faculty.) I cited to President Hirshman the example of the Biology department, where many faculty members suffer Salary Inversion, and this problem exists in many other departments as well. Under the administration's program, there is no specific relief for these individuals and, in some instances, the Inversion problem may actually be made worse.

CFA's Equity proposal specifically addressed Salary Inversion, with affected faculty members receiving an additional 5-10 percent salary increase. Salary Inversion relief was entirely possible; the cost estimate that CFA presented to President Hirshman to address Salary Inversion for tenure-track faculty under CFA's proposal was about $613,000. Again, a campus of SDSU's stature and resources should have been able to make this a priority.

Going forward -- Reopener Salary Bargaining and additional Equity
Coming up later this Spring, CFA will demand "Reopener" bargaining with the Chancellor on faculty salary for 2015-16 and 2016-17. As you recall, CFA would not agree last Fall to the Chancellor's salary proposal for those two years. CFA believes that the Chancellor's proposal was too low, and CFA and the CSU administration agreed that the faculty salary levels for those years would be subject to Reopener bargaining, beginning May 1, 2015. You will hear more from me in the coming weeks regarding the Reopener, but obviously this is a major priority for all of us.

And going forward, we will propose to President Hirshman an additional round of campus-based Equity increases and look forward to those discussions with him.

In the end, the administration's Equity program falls short of what we had pushed for. It is, however, a step in the right direction, and I commend President Hirshman for working with us in taking that step.

Best,
Charles Toombs"

Second paper in "race to bottom' series

From CFA Headlines

New Report Finds That Over The Last Decade, Growth in Size of Cal State University's Management and Their Salaries Far Outpaces Growth in Size and Salaries of Faculty
March 24, 2015
Second Paper in "Race to the Bottom" Series Finds Spending on Managers and Supervisors Grew by 48%, Faster Than the CSU's Net Operating Budget
Over Last Decade, Number of Managers and Supervisors Grew by 19.2% While Number of Regular, Permanent Faculty fell by 3%

A new report released by the California Faculty Association today that analyzes trends related to staffing and salary for CSU managers and executives finds that over the last decade, the growth of the Cal State University management and their salaries have far outpaced the growth and salaries of faculty.
Key findings include:

- Spending on managers & supervisors grew by 48%, faster than the CSU's net operating budget;

- Spending on faculty grew by 25%, more slowly than the CSU net operating budget.

- The average salary for managers and supervisors increased by 24% while the average full-time faculty salary increased by 10%

- In 2014, the average full-time salary for a CSU manager/supervisor was $106,149 a year while the average full-time salary for a CSU faculty member was $64,479 a year
"Over the last 10 years, CSU managers, supervisors and executives consistently and vigorously prioritized their own needs and preferences over those of students and faculty," said Lillian Taiz, President of the California Faculty Association.
"The CSU system has focused salaries, numbers of positions, and spending on those at the top while not prioritizing the faculty who fulfill the CSU's mission to teach students. We must shift the balance of priorities away from the 1% — managers and executives — and back to spending that directly serves students' education and success," Taiz said.
"Race to the Bottom: Salary, Staffing Priorities and the CSU's 1%" provides an in-depth analysis of CSU spending on management vs faculty, including salaries, raises, and expenses. The analysis includes both a system-wide breakdown and a campus-by-campus breakdown. The Race to the Bottom series analyzes the California State University administration's priorities and decisions, and highlights implications for CSU faculty, students and public higher education.
Visit www.calfac.org/race-to-the-bottom to view the series and download each paper.

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

7.4   **Committees and Elections (Moore)**

Information:

The Committee on Committees and Elections met on Tuesday, March 10, and considered the following issues:

1. The Committee discussed vacancies for College-assigned seats and Open-seats on various Senate and Senate-Appointed Committees. A deadline of March 24 was set for getting Interest Forms and Nominations for committee consideration at the April 14 CCE meeting.

2. Constitutional changes were discussed, with plans for initial election of committee members and chair still being considered. The following language was approved by the committee, however:

2.0 Committees

2.3   Times of Nomination and Appointment. The Committee on Committees and Elections shall be constituted for the upcoming academic year at the final regularly scheduled Senate meeting of the previous academic year. The committee shall have presented a full slate of nominees to Senate and Senate-appointed committees for the following academic year by the May Senate meeting of each academic year.

2.31   All terms of office begin June 1, or at the time of appointment, and conclude May 31 in the final year of the term.

The Committee will have to provide a rationale for this change before it goes before the Committee on Constitution and Bylaws.

3. The Committee would like an announcement made to all University Senators requesting that each College select a Senate member to serve on the Committee on Committees and Elections *prior* to the last Senate meeting of the semester, rather than selecting them during the meeting itself. Committee members also agree that appointing junior Senators to the Committee on Committes and Elections has some drawbacks, and note that there is nothing in the University Policy file precluding any Senator from serving on the Committee.

7.5   Faculty Affairs (Packard)

Information:

ACCESSIBLE TECHNOLOGY INITIATIVE COMPLIANCE: NEW COURSES

Implementation

After the University Senate has approved a new course proposal, a letter shall be sent by Instructional Technology Services to the department head, or college dean, depending on the origin of the proposal. The letter will describe instructional materials accessibility requirements for new courses and that the instructor of record is required to attend two consults with an SDSU Instructional Materials Design Specialist or Instructional Designer.

-    The first consult, during the early phases of course development, will be for advising purposes.

-    The second consult, after the course has been conducted, will be for the evaluation of the course instructional material accessibility and remediation recommendations if needed.

Rationale

This item describes the implementation procedure for the earlier adopted policy that when the Senate approves new courses they will be reviewed for compliance with the Accessible Technology Initiative.

For 2014-2015, there have been 91 new courses approved.

This procedure is covered at the New Faculty orientation, so that all new faculty will ensure that their syllabi are in compliance. This past fall, the Orientation included a day of orientation to Blackboard, which included this topic; and there will be more time for this during the coming fall semester orientation.

7.6 **Undergraduate Curriculum (Verity)**

Information:

BUSINESS ADMINISTRATION

1. Change in prerequisite(s).

    Business Administration
    B A 0350. Management and Organizational Behavior (3)
        Prerequisite: For approved business majors, credit or concurrent registration in
Business Administration 310. **Proof of completion of prerequisites required:** Copy of
transcript.
        Human behavior at individual, interpersonal, and group levels including effect of
organization structure on behavior. Emphasis on managerial roles, historical evolution of
management, ethics, and behavior in multicultural contexts. Formerly numbered Management
350.

Justification for need for modification: MIS 180 was added as a prerequisite to this course in
the 2014 Catalog so that transfer students admitted by the University under the ADT in
Business would be prevented from enrolling in it before MIS 180 was satisfactorily
completed. Since experience has shown that transfer students coming in under the ADT in
Business generally complete MIS 180 before transferring, this course change removes MIS
180 as a prerequisite to this course.

2. Change in prerequisite(s).

    Business Administration
    B A 0370. Marketing (3)
        Prerequisites: Approved upper division business major, business minor, or another
major approved by the College of Business Administration. For approved business majors,
credit or concurrent registration in Business Administration 310. Marketing majors must
complete this course with a minimum grade of C (2.0). **Proof of completion of prerequisites
required:** Copy of transcript.
        Function of marketing in organizations and society. Strategic marketing planning in
domestic and global settings to include marketing concepts, consumer behavior, market
research, product planning, pricing, distribution, promotion, and influence of the external
environment on marketing decisions. Formerly numbered Marketing 370.

Justification for need for modification: MIS 180 was added as a prerequisite to this course in
the 2014 Catalog so that transfer students admitted by the University under the ADT in
Business would be prevented from enrolling in it before MIS 180 was satisfactorily
completed. Since experience has shown that transfer students coming in under the ADT in
Business generally complete MIS 180 before transferring, this course change removes MIS
180 as a prerequisite to this course.

COMMUNICATION

1. Change in prerequisite(s).

    Communication
COMM 0495. Communication Capstone: Conceptualizing and Investigating Communication
(3)

Prerequisites: Communication 300 and 350. Admission to a major or minor in the School of Communication. Communication majors must have completed both the conceptualizing (9 units) and investigating (3 units) requirements. Health communication majors must have completed their investigating (6 units) and two of their upper division health communication courses beyond Communication 321 (6 units).

Capstone survey, analysis, and comparison of theories, methods, and discipline of communication.

Justification for need for modification: Change in prerequisites will allow enrollment in the capstone course to be more evenly distributed across semesters. This enables class size to be reduced, staffing to be made possible, and more writing assignments to be required, as the course originally intended.

FINANCE

1. Change in prerequisite(s).

Finance
   FIN 0321. Managerial Economics (3)
   Prerequisite: Approved upper division business major, business minor, or another major approved by the College of Business Administration. **Proof of completion of prerequisite required:** Copy of transcript.
   Role of economic analysis in management decisions. Study of demand, cost, supply theories from a business viewpoint. Emphasis on managerial decision making.

Justification for need for modification: MIS 180, ACCTG 202, and FIN 240 were added as prerequisites to this course in the 2014 Catalog so that transfer students admitted by the University under the ADT in Business would be prevented from enrolling in it before MIS 180, ACCTG 202, and FIN 240 were satisfactorily completed. Since experience has shown that transfer students coming in under the ADT in Business generally complete MIS 180 before transferring, and ACCTG 202 and FIN 240 are not essential to the successful completion of FIN 321, this course change removes MIS 180, ACCTG 202 and FIN 240 as prerequisites to this course.

JOURNALISM AND MEDIA STUDIES

1. Change in prerequisite(s).

Journalism and Media Studies
   JMS 0220. Writing for the Mass Media (3)
      Two lectures and two hours of activity.
   Prerequisites: Sophomore standing; ability to type; premajor in advertising, journalism, media studies, public relations. **Proof of completion of prerequisites required:** Copy of transcript.
   Introduction to writing techniques for mass media. Laboratory practice in informational and persuasive writing, evaluation, and judgment. In some semesters, specially designated sections require bilingual fluency in English and Spanish, to be determined by a stamp of Spanish/English biliteracy on high school transcript, or a score of 5 on AP Spanish test, or passing the SDSU Spanish Language Proficiency Test. See footnotes in *Class Schedule*.

Justification for need for modification: Need to adjust pre-req to allow media studies students to take the class.

2. Change in prerequisite(s).

Journalism and Media Studies
JMS 0412. Media Industries and Their Audiences (3)
Prerequisite: Upper division standing.
Methods used by media industries to determine size and demographics of audience. Theories and models that explain audience behavior. Individual and group-action effects on media institutions and content.

Justification for need for modification: This class will primarily serve students in the School of Journalism and Media Studies, and there are a handful of classes required of everyone within the school. The majority of students will thus have a similar baseline of knowledge. The decision to eliminate any specific prerequisite (beyond upper-division standing) is primarily to serve students from the School of Theatre, Television, and Film, who will not have had these same set of classes but would have comparable knowledge.
As of Fall 2016, the class is also no longer part of the mandatory requirements for Media Studies students in the School of JMS.

3. New course.

Journalism and Media Studies
SOC MEDIA COMMNTY LDRSHP (C-4)
JMS 0418. Social Media Community Leadership (3)
Two lectures and one hour of discussion.
Prerequisite: Journalism and Media Studies 210 with grade of C (2.0) or better.
Leadership in an online community environment. Developing effective strategies to cultivate and moderate communities of practice using digital technologies and social media platforms. Principles of social media engagement and effectiveness as applied to online communities. Writing and creating content to encourage participation and interaction.

4. New course.

Journalism and Media Studies
DIG & SOC MEDIA ANALYTICS (C-2)
JMS 0428. Digital and Social Media Analytics (3)
Prerequisites: Journalism and Media Studies 210 and 489 with grades of C (2.0) or better in each course.
Measurement standards, principles, and outcomes of digital and social media. Digital data collection methods, data analysis metrics, data reporting, presentation tools. Using analytics to enhance organizational effectiveness.

5. Change in prerequisite(s) and abbreviated course title.

Journalism and Media Studies
MEDIA & CULTURE
JMS 0450. Media and Culture (3)
Prerequisites: Journalism and Media Studies 489 and 560 with grades of C (2.0) or better in each course. Admission to a major in the School of Journalism and Media Studies.
Cultural phenomena through media products to include films, television programs, print media. Appreciation of various cultures and practices through analysis of media products.

Justification for need for modification: This course was previously part of the required sequence of media studies classes. It has been removed from the sequence. The desire is to retain the class, but open it up to all students within the School of Journalism and Media Studies. Doing so requires changes to the prerequisites. The required classes that are

maintained under this revision (489 or 560) are required by different emphases, so every major in the school will have taken one of them.

Current instructor (and class creator) believes current title is awkward and too long. Revised title is the informal way that students have been referring to the class for years.

6.   New course.

Journalism and Media Studies
MEDIA TECH & SOCIETY (C-4)
JMS 0472. Media Technology and Society (3)
Two lectures and one hour of discussion.
Prerequisites: Journalism and Media Studies 315, 408, and 489. Admission to media studies emphasis, Major Code: 15060. An approved upper division writing course with a grade of C (2.0) or better or passing the Writing Placement Assessment with a score of 10.
Relationship between technology and society, and factors that influence the innovation, development, commercialization, and diffusion of media technologies. Exploration of specific qualities of various media forms.

7.   Change in prerequisite(s).

Journalism and Media Studies
JMS 0490. Internship (1-3) Cr/NC
Prerequisites: Journalism and Media Studies 420, 472, 481, or 562 with grade of C (2.0) or better.
Supervised work at organizations engaged in media-related professional activities under combined direction of practitioners and professors. Maximum credit three units. Not open to students who have previously received three units of credit in Journalism and Media Studies 490A, 490B, 490C.

Justification for need for modification: There are multiple classes that serve as prerequisites for JMS 490 Internship. This is because students in the different emphases (journalism, advertising, public relations, and media studies) each have their own sequence. The class that is the current "gateway" class for media studies, JMS 412, is being removed from the sequence. To accommodate media studies students, a slight change is needed in the prerequisites of the internship class.
The only change is removing JMS 412 and replacing with JMS 472.

8.   Change in prerequisite(s).

Journalism and Media Studies
JMS 0492. Creative Uses of Emerging Media (3)
Prerequisite: Journalism and Media Studies 472 with grade of C (2.0) or better.
Proof of completion of prerequisite required: Copy of transcript.
New and often unexpected convergence of media institutions, technology, and content. New economic and social alliances, entrepreneurial opportunities, uses, and effects. Capstone course for media studies majors. Completion of course with grade of C or better required for majors.

Justification for need for modification: JMS 412, the old prerequisite for this class is being removed from the media studies sequence. Thus, this class (the capstone for this particular emphasis) must update the requirements to conform to the new sequence.

MANAGEMENT

8.   Change in prerequisite(s).

    7.7   **University Relations and Development (Carleton)**

    Information:

The Campaign for SDSU:

The Campaign for SDSU is now at the $565 Million mark in raising support for San Diego State University. The following gifts have been received since the last report:

Alumnus Alan Dulgeroff is making a legacy gift to SDSU through his retirement account. His gift of $100,000 will support Engineering at SDSU.

The Wilf Family Foundation is pledging a gift of $100,000 for the Basketball Performance Center.

The School of Music and Dance has a new commitment from the Edith Vogl Garrett Trust. A bequest of $176,000 will go to support scholarships in the school.

Al and Carol Meier have notified SDSU that the university will be the beneficiary of a trust in their name. The gift from the trust will be $1 million.

3-M Company has made an $80,000 gift to support the College of Business Administration Building Remodel.

Alumnus Monte Reed and his wife Paula have made gifts totaling $21,000 to support College of Business Scholarships, the Lamden School of Accountancy and the Zahn Center.

A gift in kind of $12,813 from Nina Wack will support the Love Library Special Collections.

The College of Arts and Letters has received a gift of $10,000 from Vivian Finch for the William and Vivian Finch Scholarship Endowment.

ADM has made a $10,000 gift to the Master of Science in Regulatory Affairs Program for scholarships.

Alumni Frank and Lee Goldberg have made a $7,000 gift to Athletics for scholarship support.

President Emeritus Steve Weber has made a gift of $20,000 to support The Campanile Foundation.

Alumni Jim and Janet Sinegal have made a new pledge of $1,000,000. Their gift will support Guardian Scholars, Veterans, and the Janet Sinegal Endowment in the College of Education.

The Campanile Foundation has embarked on a fundraising campaign among current and former board members to raise $2.5M for an endowment. The endowment will establish The Campanile Foundation Endowed Chair which will be used to recruit a member of the highly prestigious National Academy of Sciences to SDSU. Thus far, $900,000 has been pledged with the goal of having 100% participation by board members.

Campaign, Presidential & Special Events:

President Elliot Hirshman and Vice President Mary Ruth Carleton hosted an **"Evening Celebrating Philanthropy"** on Thursday, February 5. This annual dinner celebrates those who have reached the million-dollar milestone in philanthropic giving to San Diego State. Twenty donors received the Presidential medallion and 29 returning awardees attended the event. The combined giving of those donors present at the event totaled approximately $128 million.

On Friday, February 20, a **"Celebration of Life for Susan K. Weber"** was held on campus. Mrs. Weber (wife of President Emeritus Stephen L. Weber) passed away on October 12, 2014. Nearly 300 campus and community leaders attended the Celebration where long-time San Diego State supporter Darlene Shiley announced that she had made a significant contribution toward naming the Honors College the *Susan and Stephen Weber Honors College*.

President Hirshman presented the **"President's Service Award"** to Christopher "Kit" Sickels, '60 on Tuesday, February 24 for his involvement with The Campanile Foundation board, the Campaign for SDSU and the community of San Diego. The President's Service Award honors individuals with extraordinary community service. Nearly 60 community and campus leaders attended the luncheon.

President Hirshman hosted the **"6ᵗʰ Annual Scholarship Appreciation Luncheon"** on Wednesday, February 25. Approximately 250 scholarship donors and scholarship recipients were reunited. It was announced that the Campaign for SDSU has raised over $96 million for scholarships.

The Tower Society recognizes the tremendous loyalty and extraordinary support of people and corporations who have made lifetime contributions of $50,000 or more to San Diego State University.

Tower Society donors attended an appreciation event on Sunday, March 8, featuring a performance of "Alice curiouser and curiouser!" by the School of Theatre, Television & Film. Over 80 guests attended.

Alumni Engagement - Crowd Funding:

We recently completed the campaign for Compact Scholars, which raised $1,735 to be used towards graduation fees as well as a reception to honor the students and host their families.

We are currently in the middle of our Alumni Lifetime Member Campaign, which asks lifetime members of the Alumni Association to sponsor the cost of a cap and gown for 2015 graduates who are becoming alumni lifetime members. To date, we have received gifts from 112 donors and have raised $11,400 towards our goal of $25,000.

Currently, we are reaching out to graduates of our Construction and Engineering Management program to support the purchase of hard hats for graduating CEM students to wear during the graduation ceremony. To date this campaign has achieved a 5% total give rate and raised $500 towards the cause.

Branding and Marketing Update:
1. Using a web based platform called *Merit*, we create stories about individual student achievements that students then share with their family and friends via social media. The stories are also sent to newspapers in their hometowns, as well as to their high schools.
To date, **the 1,875 individual achievements** have included the Student Research Symposium, Gilman Scholars, participation in the Les Miserables production, Presidential Scholars, new Associated Students representatives and new Honors College students. **Social media posts by students about their individual accomplishments have been seen by more than 95,000 people, and accumulated more than 1,400 "Likes" and 207 "comments".**
2. Working with Enrollment Services, we have created a more focused digital marketing program, using zip codes and specific high schools as demographic targeting information, rather than an entire state or city. The result has seen an increase in impressions and engagement with our digital advertising. And, correspondingly, applications from those markets have increased as well. **Facebook impressions jumped from approximately 350,000 each month to approximately 600,000 each month. This fiscal year to**

date our digital marketing campaign has had 11.7 million FB impressions and 22,000 FB clicks; 2.7 million Twitter impressions and 22,000 clicks; and 109,000 YouTube views.

Our work has played a role in increased applications from Enrollment Services' key target recruiting markets.
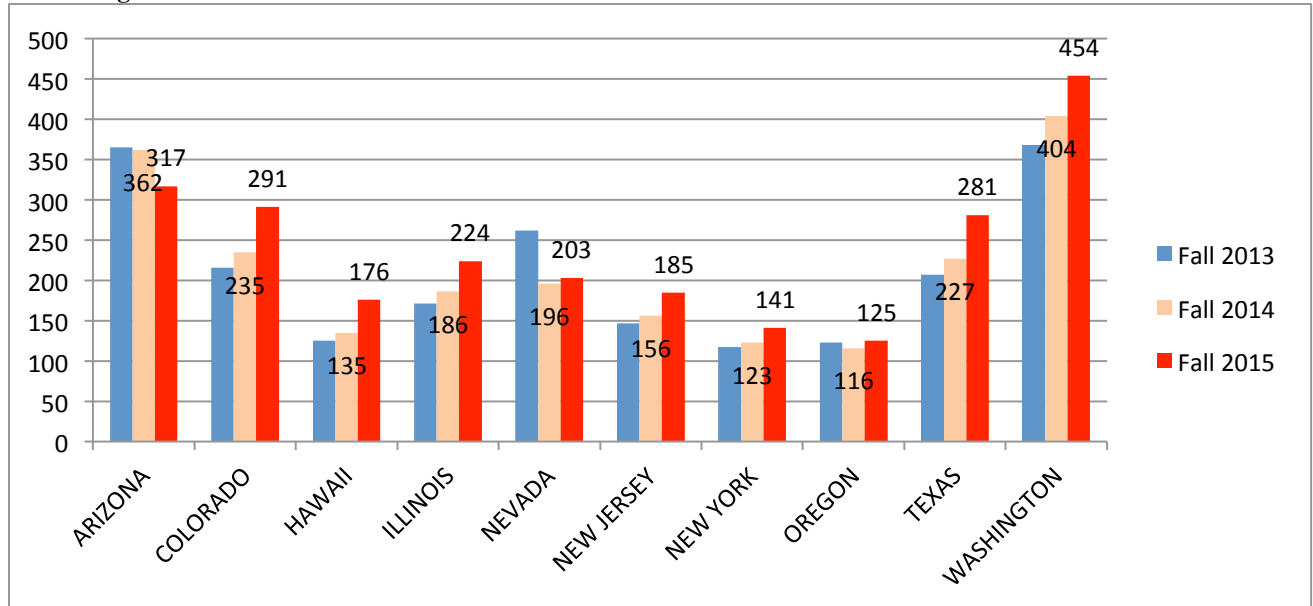
8.   **Other Information Items**

    8.1   **Associated Student (Polant)**

    8.2   **Parking Services (Richeson)**
Parking Services is undergoing many internal changes, including the hiring of consultants (Solsby Group). Our input is critical – so that Parking Services can determine what "changes" are in order. Vanessa Solsby introduced the Parking Operational Assessment; it includes a (not yet disseminated) survey (mostly focused on logistics and behaviors) and stakeholder outreach effort (50-minute, detailed focus groups on April 8 and 9—though not very well advertised).
Donadey: Expressed surprised we're being told now.
Richeson: Note that another focus group effort planned for the last week of April.

    8.3   **WASC (Chase)**

Chase apologized for not having the summary available.

The Chair of the Committee is now identified: Chancellor @ U Mass/Amhearst. The Institutional Report is not due to WASC until September, but a draft will soon be posted for input/feedback/reactions. The report is organized around standards, each one associated with substandards. We must write to the criteria, we can't structure the narrative in any other way.

10.   **Adjournment**

The Senate adjourned at 3:12 p.m.

Respectfully submitted:

Marcie Bober-Michel   Allison Bobrow
Secretary of the Senate   Administrative Analyst