I. Minutes: Approval of Academic Senate minutes for the meetings of October 30 and November 20, 2001 (pp. 2-7).

II. Communications and Announcements:
   Presidential responses to Academic Senate resolutions (pp. 8-17).

III. Reports:
   A. Academic Senate Chair:
   B. President's Office:
   C. Provost's Office:
   D. Statewide Senators:
   E. CFA Campus President:
   F. ASI Representatives:
   G. Other: CSU Trustees Harold Goldwhite and Kyriakos Tsakopoulos will be in attendance for discussion.

IV. Consent Agenda:

V. Business Items:
   Resolution on Budget Principles and Strategies: Greenwald, for Budget & Long Range Planning Committee, first reading (pp. 18-20).

VI. Discussion Item(s):

VII. Adjournment:
Preparatory: the meeting was opened at 3:10 p.m.

I. Minutes: The minutes for the Academic Senate meeting of October 2, 2001 were approved without change.

II. Communication(s) and Announcement(s): Resolution of Commendation presented to Frank Lebens:

Frank Lebens, Vice President of Administration and Finance, received a commendation from the Academic Senate for his many years of service at Cal Poly. Lebens mentioned that he deeply appreciates the recognition.

III. Reports:

A. Academic Senate Chair: (Menon) Further discussions and clarifications on the issue of 180-units requirements are expected to follow. Menon will be attending a CSU Academic Senate meeting of the Chairs on Thursday in which he will be meeting with Chancellor Reed and Vice Chancellor Spence. The Foundation Oversight Committee has been formed with Harvey Greenwald from Mathematics as the committee chair. Menon read excerpts from an article published in The Tribune about the works of Cal Poly’s physics professor Kenneth Hoffman. Hoffman uses magnetic clues found in ancient layers of rock to determine the age of prehistoric stone tools found in the remote Nihewan Basin of northern China. Hoffman has written several articles that appear in scientific journal and has co-written an article that appears in the September issue of the science journal Nature.

B. President’s Office: (Baker) reported on the budget and other matters affecting Cal Poly and the CSU including budget and calendar.

BUDGET:

President Warren Baker commented that the budget published on the web (ie, from Chancellor Reed’s email) is essentially a best-case, business-as-usual budget. It does not reflect the as yet undetermined impact of the projected decline in State revenues. The CSU has proposed to the state an increase in budget from $3.4B to $3.7B, consistent with the assumptions of the previously agreed-upon CSU partnership with the Governor. (While the state budget office has in general asked state agencies to prepare budgets for 3%, 5%, 10% and 15% reductions for next year, it was not yet clear what cuts the CSU might be asked to consider.) But the problem is that the 25% of state tax revenues (which are $85B) are from capital gains taxes that have been hard hit, as have other revenue sources. This could result in a reduction in revenues of $8-12B for the State.

The CSU funding request includes a 4% increase in enrollment - but, he said, 2.1/2% of that is currently enrolled. That is, this year the CSU system is over-enrolled (relative to what it is budgeted for) by that amount. So the CSU budget request asks in part that the CSU be compensated for that. So IF the budget request were to be approved, it would require only another 1 1/2% actual increase in enrollment.

Baker said that if we are asked to reduce the budget by as much as 4 or 5%, we could probably do so without a reduction in number of classes taught (which means without a reduction in faculty). But a scenario of larger budget reductions would threaten our ability to sustain enrollments (hence courses and ultimately faculty) unless there were sufficient fee increases to supplement the budget. But he spoke very strongly to the point that we are currently over-enrolled - and we as a
campus are asking to receive funding for that WHILE reducing enrollment for next year. The goal is to accommodate somewhat fewer students and to bring enrollments in line with our budget - ie, to achieve full funding for any students above 16,200 FTE (our present base funding enrollment).

He said he is very concerned about what has happened to the campus over the last decade. In 1990, the student/faculty ratio was 16+. Now it is about 19. Under the old mode-and-level funding, we were very good at getting the funding needed to run high-cost programs. Under the funding shifts that have occurred, we have lost a lot - even while student enrollment has increased AND average number of units taken per student has increased. He said that is to the faculty's credit that we have accomplished that. He said that he is certain that a study that is being put together will show that the Cal Poly faculty has the highest work-load in the system. But he spoke very strongly to the point that the faculty cannot continue to absorb those increases. We must obtain funding appropriate to the mission of the university.

Finally, on the budget, he said that we SHOULD find out in January by how much we will need to adjust the budget - but his fear is that we will not have a clear fix on the budget till the May rewrite of the budget - or even into summer, and that makes it very late for planning. But even though we will need to be "prudent" in setting a budget, we cannot ASSUME that we should not hire the faculty to meet the demand for our programs. He said we have convinced the governor that we HAVE to hire faculty. We cannot meet demand without that.

But he did say next year may not be a happy time. We are very likely going to have to reduce the budget. It is very hard to do that without impacting the classroom. Access is likely to be affected if there is more than a 5% reduction and that would affect the teaching mission. But he also said that we may well be able to absorb less than a 5% reduction without affecting our offerings by adjusting in other ways. And there is no hiring freeze at this time.

CALENDAR:
Regarding the calendar decision: Since he has announced that there would not be a calendar change, he was asked if the chancellor found the reasons offered for staying with quarters sufficiently compelling. "He sure did!" he announced emphatically. He praised heavily the work done by the entire campus in putting together the arguments. He said the 180+ page report to the chancellor was compelling. It even showed that some of the high demand for Cal Poly is DUE to the quarter system and that the reasons given by the departments were very similar to other institutions' reasons for that choice of calendar based on programs. He indicated that the calendar decision process is now concluded.

C. Provost Office: (Zingg) the 180-unit minimum graduation requirement also came out of Cornerstone document and focuses on curriculum redundancy. Cal poly has been asked to look at ways to reduce the required number of units but this is not a directive or executive order but the request carries an expectation. If other campuses are granting degrees in fewer units than Cal Poly, we will have to justify our requirements in concrete ways. Some of the implications of moving to a 180-unit degree include enrollment, the 2005-2007 catalog, and program review schedule. Baker reiterated that enrollment would go down next year since Cal Poly's goal is to achieve full funding for any student above our base-funding enrollment of 16,205 FTEs. A preliminary study on workload will certainly underscore something that has been consistent at Cal Poly that as faculty reports their weekly workload they are reporting a weekly workload of between 53-56 hours, which remarkably has stayed the same since last study 20 years ago.

D. Statewide Senators: (Hood) Tomorrow at 10am, the Statewide Senators will meet with the Chancellor to discuss the budget. Attended a meeting of the workload committee to study the document that compares a survey that was done last Spring with one done 10 years ago and demonstrates in many different aspects that faculty, throughout the entire system, are working harder.

E. CFA Campus President: (Fetzer) A Teach-In took place last Thursday with the overall theme of quality of education and it brought out a large number of student, staff and faculty. The bargaining
issues are both local and system-wide in terms of systemic, recruitment and retention of new faculty, class size issues, etc. No progress in terms of mediation has been made but the number one issue brought to the CSU is workload and we would really benefit if we can get anything constructive coming from the CSU. Those of you concerned with workload issues should communicate your particular concerns individually to the Chancellor since this is not a CFA issue but rather a system-wide quality of education issue.

F. ASI Representative: (Kipe) Have added Andrew Hunt as the second ASI representative and he will be coordinating with various committees and attending meetings.

G. Other:

IV. Consent Agenda:

V. Business Items:
   A. **Approval of new MS in Agribusiness:** first reading. Aherns, professor of Agribusiness, presented a proposal for a MS program in Agribusiness. M/S/P to move to a second reading.
   B. **Approval of new MS in Polymers and Coatings:** first reading. Dr. Jones, professor of Chemistry and Biochemistry, mentioned that this is a unique program in that is very closely affiliated with a very important industrial segment of California. The polymers and coating industrial segment encompasses business from the semiconductor industry to people who make paint. M/S/P to move to a second reading.
   C. **Resolution on Name Change for Extended Studies:** first reading. Parks, Director of Extended Studies. This resolution requests a name change to better reflect the programs currently being offered. M/S/P to move to a second reading.

VI. Discussion Item(s):

VII. Adjournment: meeting was adjourned at 5 p.m.

Submitted by

[Signature]
Gladys Gregory
Academic Senate
Preparatory: the meeting was opened at 3:10 PM

I. Minutes: None.

II. Communications and Announcements: None.

III. Reports:
   A. Chair: (Menon) will attend a Statewide CSU Academic Conference next week along with Senators Hood and Gooden. Menon will fill the Statewide Senator position previously held by Kersten until a replacement can be found during winter and spring quarter. Information competence will be a major issue for the Academic Senate during winter term. The issue of information competency was addressed in the past and again is beginning to resurface and the Academic Senate will likely see it next quarter. We have confirmation from Trustee Goldwhite that he will be visiting our campus during winter quarter. Statewide Senate Chair Kegley will speak about shared governance during her visit to Cal Poly during winter quarter and Vice Chancellor David Spence will conduct an informal visit during winter or spring quarter.

   B. President's Report: None.

   C. Provost: (Zingg) more will be known about the Budget after January 2002 and after the Budget review at the Special Sessions called by Governor Davis in May 2002. The Chancellor has indicated that Cal Poly must plan for a budget cut between 3 to 15% since the CSU system has been asked to give back approximately $35 million of its allocation because of a 1.4% “deallocation” which means that Cal Poly’s share will be about $1.8 million and due by end of academic year. “Since this is a “deallocation” of one-time funds, not permanent, we’ll have a little more flexibility in handling this matter.” “Cal Poly is in a hiring freeze for all appointments except for faculty.” The Budget and Long Range Planning Committee has been doing a good job at addressing the issues but “We need to work together to get through the difficult process we face and we need to be planning now rather than reacting at the end of the decision process.” Zingg emphasized the need for an inclusive process involving all University constituencies in addressing budget matters, especially those that may involve cuts.” Other comments by Provost Zingg included that no known “Golden Handshake” is out there, FERP may be out, and “tenure and tenure track are not on the table.”

   D. Statewide Senator: (Gooden) the majority of Senators have received the transcript of Chancellor Reed’s message to the Academic Senate and some of the responses.

   E. CFA Report: (Fetzer) The CSU and the CFA have not been able to settle on a contract that is supposed to begin on July 1, 2001. Recently the Assistant Vice Chancellor for the CSU put out a proposal which says that faculty should accept an offer of a 2% general salary increase and nothing else. CSU administration’s proposal to agree to a 2% raise and extend existing contract until next year was not acceptable by CFA. A letter from
CFA President, Susan Meisenhelder, to Chancellor Reed, detailing why the administration's proposal was not favorably received, can be found at www.calfac.org/wwwboard/wwwboard.shtml.

F. ASI Report: Andrew Hunt introduced himself as one of the two ASI representatives and reported the ASI Referendum on fee-increase passed by a vote of 58% in favor.

G. Other Reports:
1. Telecom presentation by Katherine Dunklau, Project Manager – Facilities Planning, and Johanna Madjedi, Director for Communications and Computing Services from ITS focused on the two year project that involves 65 buildings to upgrade the telecommunications infrastructure in State owned buildings by ITS (Integrated Technology Strategy). The plan calls for an outlay of $13 million for construction. These funds are not subject to the current State budget problem. Support is coming from capital outlay and CSU base budget allocations. More information can be found at http://telecomm.calpoly.edu.
2. Jerry Hanley, Vice Provost, CIO for ITS, gave an updated report on the issue of “Responsible Use Policy”. Hanley presented new definitions of terminology used as well as some examples of inappropriate use and data security. He assured the Academic Senate that he wishes to keep working cooperatively to perfect the policy and welcomes any questions and concerns.
3. Navjit Brar from the Library gave a report on the new electronic scanned document capabilities of the reserve room now available. The new services are highly beneficial for faculty and their classes. During the summer, the online catalog system migrated from a text-based to a fully online catalog. Four new services became available including electronic reserve, keyword searching, My PolyCAT, and interlibrary loan. Class materials can be made available online, thru PolyCAT, including chapters in texts and there are over 38 courses currently taking advantage of the service by 31 faculty members. Blackboard, eBook, full-text articles and My Syllabus are new services also available. PolyCAT has a new look and is more functional since its migration. It permits faster searches and retrievals.

IV. Consent Agenda: None.

V. Business Items:
A. Approval of new MS in Agribusiness: Hannings, Chair of the Curriculum Committee, presented the second reading of the new MS in Agribusiness program. The Curriculum Committee has approved this proposal. M/S/P to approve the proposal.
B. Approval of new MS in Polymers and Coatings: Hannings, Chair of the Curriculum Committee, presented the new MS degree proposal in polymers and coatings from chemistry as a second reading. Dr. Jones, professor of Chemistry and Biochemistry, mentioned that this is a unique program in that it is very closely affiliated with a very important industrial segment of California. The polymers and coating industrial segment encompasses businesses from the semiconductor industry to companies who make paint. M/S/P to approve the proposal.
C. Resolution on Name Change for Extended Studies: This item has been pulled from the agenda. It will be returned for second reading during winter quarter 2002.
D. Resolution on Distance Education Policy: Hannings, Chair of the Curriculum Committee and Grimes from IACC, introduced the Distance Education Policy document as a first reading. This resolution proposes the adoption of “Distance Education Policy at Cal Poly, San Luis Obispo” as the official policy for the newly accepted form of teaching. This resolution has gone thru the Curriculum Committee and the Instructional Advisory Committee on Computing.
A change was made under Instructional Methods and Academic Responsibility of the Distance Education Policy as follows: *(a) Does the use of DE improve the quality of the course? Can it be demonstrated that the use of DE in enhancing teaching effectiveness, achieving the desired learning outcomes, suitig students' different learning styles, or increasing student access to education? produces a course that is at least equivalent in quality to curricular offerings currently approved at Cal Poly?*

Hood and Foroozar discussed the issue of workload and the contract and the following changes were made to the Distance Education Policy. Under Quality: *If DE results in increased class size or student-faculty ratios beyond traditional classroom and curricular standards, additional resources or workload adjustments necessary to maintain the quality of instruction must be provided in accordance with the faculty contract. In addition, the first bullet under Curriculum and Instruction was modified to read: Ensuring that standards consistent with the contract are followed in setting course loads per instructor, workloads and procedures.*

Under Contracting: *The University shall not agree in a contract with any private or public entity to deliver or receive DE courses or programs for academic credit, or for credit, without the prior approval of the relevant department and college.*

M/S/P to move to a second reading. The proposal will come back next quarter with reconsideration of comments from the Senate floor.

VI. Discussion Items: None.

VII. Meeting adjourned 5:00PM

Submitted by,

Gladys Gregory,  
Academic Senate
To: Unny Menon  
   Chair, Academic Senate

From: Warren J. Baker  
       President

Date: November 30, 2001

Copies: Paul Zingg  
         Deans  
         Department Heads/Chairs  
         Mike Suess

Subject: Response to Academic Senate Resolution AS-538-00/FAC  
         Resolution on Range Elevation Procedures for Temporary Faculty

The subject resolution is approved for immediate implementation. By copy of this memorandum to the college deans, I am requesting that each college develop criteria for range elevation of lecturers. Lecturers should be included on the faculty committee charged with drafting the college criteria. As with other personnel criteria, final approval rests with the Provost. The current campus practice, as described in the fourth resolve clause will continue. Likewise, delegated authority to the college deans to make decisions regarding range elevation of lecturers remains in effect.

Please extend my appreciation to members of the Faculty Affairs Committee and to the Academic Senate for proposing this resolution.
Adopted: May 16, 2000

ACADEMIC SENATE
Of
CALIFORNIA POLYTECHNIC STATE UNIVERSITY
San Luis Obispo, CA

AS-538-00/FAC
RESOLUTION ON
RANGE ELEVATION PROCEDURES FOR TEMPORARY FACULTY

WHEREAS, Section 12.15 of the Memorandum of Understanding (MOU) requires that procedures for temporary faculty member range elevation shall be established at each campus after recommendation by the appropriate Academic Senate committee; and

WHEREAS, It is desirable both for temporary faculty members and for departmental/area temporary faculty member committees that there be objective criteria by which to determine whether a temporary faculty member should be elevated from one range to another at the time of reappointment; and

WHEREAS, It is important that temporary faculty members receive timely notification that they are eligible to be considered for range elevation; and

WHEREAS, Temporary faculty have a large stake in the substantive content of these criteria; and

WHEREAS, Section 12.18 of the current MOU specifies that grievances regarding temporary faculty member elevations shall be heard by a peer review panel whose decision is to be final; therefore, be it

RESOLVED: That the faculty, including temporary faculty, of each college/unit establish range elevation criteria for temporary faculty members; and be it further

RESOLVED: That these criteria reflect the temporary faculty member's work assignment as specified in Section 12.17 of the current MOU, and not be based either on length of service beyond what the MOU specifies or on cost; and be it further

RESOLVED: That the university notify temporary faculty members in a timely manner when they are eligible to be considered for range elevation; and be it further

RESOLVED: That temporary faculty members submit requests to be elevated to a higher range no later than the time that they apply for subsequent appointment and document the reasons for which they believe that they should be elevated; and be it further
RESOLVED: That the appropriate departmental/area committee shall consider such requests for elevation in light of the college/unit’s approved range elevation criteria; and be it further

RESOLVED: That the appropriate departmental/area committee shall inform any temporary faculty member who is being recommended for reappointment what recommendation they have made regarding any requested range elevation, and give their reasons, in writing, and these reasons shall make reference to the college/unit’s approved range elevation criteria; and be it further

RESOLVED: That the college dean/unit director shall inform temporary faculty members who are being reappointed what decision the dean/director has made regarding any request for range elevation and for what reasons.

Proposed by: The Academic Senate Faculty Affairs Committee
Date: April 10, 2000
Revised: April 11, 2000
Revised: May 16, 2000
As we discussed with President Baker, he has reconsidered his initial response to the Academic Senate Resolution on Commencement. In his initial response, as you may recall, he indicated his support of the spirit and intent of the Resolution, but raised concerns regarding its implementation in the face of impending budget cuts and limited resources. It is the President’s decision now to endorse fully the policy recommended by the Academic Senate for student participation eligibility in Commencement ceremonies, effective with the 2002-03 academic year. The first Commencement exercise for which the new criteria would be applicable is Fall, 2002.

The new participation guidelines will be published in the next catalog, the quarterly class schedules, and through other means to notify students, department heads/chairs, and evaluators of this decision. The new policy is as follows:

“That it shall be the policy of Cal Poly that for a student to participate in graduation ceremonies, the student must satisfy at least one of the following:

1. The student shall have completed all degree requirements and not have participated in a graduation ceremony previously.
2. The student shall currently be enrolled in classes that would complete all of that student’s degree requirements.
3. The student shall be registered for classes for the following term that would allow the student to complete all of his/her degree requirements.”
Implementation of this policy will initially focus on informing students about it. Once we have fully implemented the DegreeWorks software, we will develop a mechanism for enforcing it, most likely through a cooperative effort among departments, colleges, and the Office of Academic Records. Since it is unlikely that we will ever choose to escort students and their families out of the ceremony itself, we will likely concentrate on ensuring that only eligible students are listed in the Commencement Bulletin in order to further reinforce this policy.
To: Unny Menon  
Chair, Academic Senate

From: Warren J. Baker  
President

Subject: Response to Senate Resolution AS-575-01/G&H  
Resolution in Response to the Terrorists' Attacks of September 11, 2001

Date: November 20, 2001

Copies: Paul Zingg

This is to formally acknowledge receipt of the above-referenced Academic Senate resolution and to express my sincere appreciation to the Senate for its expression of sympathy and compassion for those affected by the tragic events of September 11, 2001, as well as its statement of condemnation of any harassment, intimidation or negative stigmatization of any groups or individuals because of these events.
To: Unny Menon  
Chair, Academic Senate

From: Warren J. Baker  
President

Subject: Response to Academic Senate Resolution AS-576-01/EC  
Resolution on Calendar System

This will acknowledge receipt and approval of the above-entitled Senate Resolution. As you are aware, I informed Chancellor Reed that I concurred with the strong consensus on the campus and recommended that Cal Poly stay with a quarter calendar.

Please extend my appreciation to the Academic Senate for their assistance in insuring that the academic community was fully consulted regarding the calendar system discussion.
To: Unny Menon  
Chair, Academic Senate

From: Warren J. Baker  
President

Date: November 20, 2001

Subject: Response to Academic Senate Resolutions AS-577-01/SS and AS-578-01/P&HD

This will formally acknowledge receipt and approval of the above-entitled Resolutions:

- AS-577-01/SS, Resolution on Department Name Change for Soil Science Department, now known as Earth and Soil Sciences Department, and
- AS-578-01/P&HD, Resolution on Departmental Name Change for Psychology and Human Development Department, now known as Psychology and Child Development Department.

Notification has been provided to Deans Wehner and Hellenbrand, as well as the departments.

Please extend my thanks to the Senate for its prompt attention to these two issues.
At its September 25, 2001 Executive Committee meeting, the Academic Senate endorsed the name change of the Psychology and Human Development Department to the "Psychology and Child Development" Department (Senate Resolution AS-578-01/P&HD). I recommend, and request, your formal approval of this departmental name change. Some background information is in order: Prior to the beginning of Fall Quarter, it was brought to the attention of my staff that the Department had been using its new name, based upon a curricular review the Department went through in 1999, which was endorsed by the Senate Curriculum Committee and Dean Hellenbrand. The Academic Programs Office, based on this review, also inadvertently changed the Department's name, in addition to its curricular revisions, in the 2001-03 Catalog, without realizing that the name change had not been reviewed by the Academic Senate and the Academic Deans' Council.

Unny Menon, Chair of the Academic Senate, felt it important that the Senate formalize its review of the Department's name change request. I chose not to go through the formality of a review by the Deans' Council, but did indicate to the Dean that this oversight was not to be viewed as precedent setting in future requests for departmental name changes. Your approval is requested.
To: Unny Menon  
Chair, Academic Senate  

From: Warren J. Baker  
President  

Date: November 20, 2001  
Copies: Paul Zingg  
Frank Lebens  

Subject: Response to Academic Senate Resolution AS-579-01/AS  
Resolution of Commendation for Frank Lebens  

I am very pleased to acknowledge the above-entitled resolution of the Academic Senate and to express my personal appreciation of Frank Lebens' exemplary service and many contributions to Cal Poly, as well as the California State University.
Background: During the early 1990s the State of California experienced a significant economic downturn. As a result of the economic problems during this period of time, the financial support for the CSU was substantially reduced. Many areas of this campus are still feeling the effects of this reduction in support. The attached Budget Principles and Strategies are an attempt to create strategies for minimizing the impact on Cal Poly resulting from the reduction in support from the state.

WHEREAS, The State of California has entered a difficult financial period; and

WHEREAS, The financial difficulties of the state will likely result in a reduction of support for the CSU; and

WHEREAS, The CSU has asked all of the campuses, including Cal Poly, to plan for significant cuts in support; and

WHEREAS, Careful planning will be essential if the campus is to minimize the harmful effects of these budgetary cuts; therefore, be it

RESOLVED: That the Academic Senate urge the Cal Poly administration to include all constituencies in budgetary discussions; and be it further

RESOLVED: That the Academic Senate endorse the attached Budget Principles and Strategies; and be it further

RESOLVED: That the Academic Senate urge the Cal Poly administration to use these Budget Principles and Strategies in the budget process.

Proposed by: Academic Senate Budget and Long Range Planning Committee
Date: December 18, 2001
Budget Principles and Strategies

Principles
- Priority shall be given to maintaining the quality and character of education at Cal Poly.
- Enrollment must be consistent with available resources.
- The University should adhere to an enrollment policy that stabilizes enrollments and minimizes enrollment oscillations.
- The University budgetary process should be open and include all constituencies.
- Faculty, students, and staff are entitled to timely financial information.
- Faculty, students, and staff are entitled to enrollment information that is made available at the time enrollment decisions are made.

Strategies

A. Short-term strategies
- Impose a hiring freeze.
- Defer maintenance.
- Reduce discretionary spending.
- Reduce equipment purchases.
- Defer library acquisitions
- Reduce or eliminate campus-wide initiatives that are expensive to run and not widely used by faculty or students.
- Reduce or eliminate non-essential non-classroom activities such as non-essential workshops.
- Examine administrative positions, including those that have been added since 1990, to determine whether they are necessary.

B. Longer-term strategies
- Merge colleges.
- Fill openings selectively.
- Redirect resources.
- Delay implementation of the student administration portion of CMS.
- Consider reducing non-essential services.
- Evaluate the resources committed to athletics.
- Eliminate programs.

C. Enrollment and course offering strategies
- Reduce enrollment to match available resources.
- Minimize enrollment oscillations by establishing consistent fall enrollments.
- If necessary, reduce the number of new students admitted in other quarters.
- Try to maintain as many teaching positions as possible.
- Explore the possibility of creating a unit maximum for students.
- If consistent with good academic practice, explore reducing the number units required for graduation.
- Consistently apply policy regarding academic disqualifications.
• Synchronize academic disqualification with disqualification with financial aid.
• Examine the scheduling of classes to determine if scheduling conflicts can be reduced.
• Examine the scheduling of classes to determine if the number of non-essential course offerings can be reduced.
• Investigate potential changes in mode of instruction that could lead to efficiencies while preserving academic quality.
• Investigate expansion of international programs.
• Consider possible restrictions on double majors and/or minors.

D. Process
• Reactivate UPBAC and ensure that budgetary decisions are made with input from faculty, students, and staff.
• Schedule a special Senate Executive Committee and/or Senate meeting devoted to the budget.