



CALIFORNIA POLYTECHNIC STATE UNIVERSITY
San Luis Obispo, California 93407
ACADEMIC SENATE
805.756.1258

MEETING OF THE ACADEMIC SENATE EXECUTIVE COMMITTEE

Tuesday, May 1, 2007
01-409, 3:10 to 5:00pm

- 3:10 I. Minutes:
Approval of minutes for the Executive Committee meetings of April 3 and April 10, 2007 (pp. 2-6).
- II. Communications and Announcements:
- 3:12 III. Reports: *[Please limit reports to three minutes or less]*
- A. Academic Senate Chair:
 - B. President's Office:
 - C. Provost:
 - D. Statewide Senate:
 - E. CFA Campus President:
 - F. ASI Representative:
 - G. Caucus Chairs:
 - H. Other:
- IV. Consent Agenda:
- A. Approval of Academic Senate caucus chairs and senators filling vacancies for 2007-08/09: (p. 7).
 - B. Selection of committee members to 2007-08 Academic Senate committees (for committees with only one nomination): (pp. 36-43).
 - C. Selection of committee members to 2007-08 University committees (for committees with same number of nominations as vacancies): (pp. 44-51).
- V. Business Item(s):
- 3:35 A. Resolution on Consolidation of Academic Senate United States Cultural Pluralism Subcommittee and Curriculum Committee: Academic Senate Executive Committee (pp. 8-9).
- 3:50 B. Curriculum Proposal: New Degree Program for BA, Liberal Arts & Engineering Studies: Hannings, chair of the Curriculum Committee (pp. 10-19).
- 4:20 C. Resolution to Approve Proposal for the Establishment of the Cal Poly Center for Global Automated Identification Technologies (poly GAIT): Opava, Dean of Research and Graduate Programs (pp. 20-34).
- 4:35 D. Selection of committee members to 2007-08 Academic Senate committees (for committees with more than one nomination): (pp. 35-42).
- 4:45 E. Selection of committee members to 2007-08 University committees (for committees with more nominations than vacancies): (pp. 43-50).
- VI. Discussion Item(s):
- 5:00 VII. Adjournment:

CALIFORNIA POLYTECHNIC STATE UNIVERSITY
San Luis Obispo, California 93407
ACADEMIC SENATE

MINUTES OF
The Academic Senate Executive Committee
Tuesday, April 3, 2007
01-409,3:10-5:00 p.m.

Preparatory: The meeting was called to order at 3: 15 p.m.

1. Minutes: The minutes of February 20 were approved as presented.
- II. Communications and Announcements: Nominations for 2007-2008 Academic Senate Chair and Vice Chair have been received for Bruno Giberti and Frank Vuotto respectively. Elections will take place at the April 17 Academic Senate meeting.
- III. Reports:
 - A. Academic Senate Chair: Giberti reported that he will be attending an Access to Excellence (ATE) steering committee meeting to establish the framework for the systemwide summit on April 24 and 25. During spring quarter, the Senate will look at resolutions to abolish the Faculty Dispute Review Committee, Student Grievance Board, and US Cultural Pluralism Subcommittee.
 - B. President's Office: Howard-Greene reported that President Baker is in China visiting various universities.
 - C. Provost's Office: none.
 - D. Statewide Senate: none.
 - E. CFA Campus President: Saenz reported on the tentative agreement reached between CFA and CSU, which includes a 3% GSI retroactive to 7/1/06, \$14 million for equity pay, and a post-promotion increase program during the last two years of the contract. Details are available at <http://www.calfac.org/settlement.html>. Foroohar added that the tentative agreement would make Assembly Concurrent Resolution 73 a budget priority item (ACR 73 states that the tenure-track faculty ratio should be one of the budget's priorities).
 - F. ASI Representative: none.
 - G. Other: none.
- IV. Consent Agenda: none.
- V. Business Items:

- A. Approval of caucus chairs for 2007-08: Giberti proposed that the caucus chairs seek the assistance of their college deans in filling all vacancies. This item will appear on the May I Executive Committee agenda.
 - B. Approval of senators to college vacancies for 2007-08: This item will appear on the May I Executive Committee agenda.
 - C. Approval of Doug Piirto as internal reviewer for all College of Engineering MS degree programs excepting Mechanical Engineering and Engineering Management. M/S/P to approve Doug Piirto as internal reviewer for all College of Engineering programs except Mechanical Engineering and Engineering Management.
 - D. Resolution on Searches for Academic Campus Administrators: Foroohar reported that the Faculty Affairs Committee discussed this issue as a result of a resolution passed by the statewide senate asking each campus to review, revise, and formulate their policies. It was decided that the Faculty Affairs Committee would meet with Provost Durgin before the resolution returns for approval. This item will appear on the May I Executive Committee agenda.
 - E. Approval of Procedural Guidelines for the Academic Senate Curriculum Committee: Due to lack of time, this resolution was not discussed.
 - F. Resolution on Consolidation of Academic Senate Fairness and Student Grievance Board (Executive Committee): This resolution abolishes the Student Grievance Board and transfers its responsibilities to the Fairness Board, which shall develop new procedures consistent with the change. M/S/P to agendize the resolution.
 - G. Selection of committee members for 2007-08 Academic Senate committees: This item will appear on the May I Executive Committee agenda.
 - H. Selection of committee members for 2007-08 University committees: This item will appear on the May I Executive Committee agenda.
- VI. Discussion Item (s): none.
- VII. Adjournment: the meeting was adjourned at 5:00 p.m.

Submitted by,


Gladys Gregory
Academic Senate

CALIFORNIA POLYTECHNIC STATE UNIVERSITY
San Luis Obispo, California 93407
ACADEMIC SENATE

MINUTES OF
The Academic Senate Executive Committee
Tuesday, April 10, 2007
38-114,3:10-5:00 p.m.

Preparatory: The meeting was called to order at 3:15 p.m.

- I. Minutes: none.
- II. Communications and Announcements: Upcoming changes to Academic Senate Committees include merging Student Grievance Board with Fairness Board and abolishing Faculty Dispute Review Committee and US Cultural Pluralism Subcommittee.
- III. Regular Reports: none.
- IV. Special Reports:
 - A. Budget and Long Range Planning Committee: Giberti reported on the possibility of revitalizing the committee for next year with the support of the Provost.
 - B. Conference Center and Faculty Club Committee: Harris reported on the committee's activities since its creation in 2001-2002.
 - C. Distinguished Scholarship Awards Committee: Choi reported on the charge to review the award criteria and produce a more formal process for nomination and selection.
 - E. Distinguished Teaching Awards Committee: Geringer reported that the biggest problem faced by the committee is the amount of time needed for the selection of finalists and winners.
 - F. Faculty Affairs Committee: Foroohar reported on the committee's work on resolutions regarding policies for hiring of MPPs and evaluation of student employees.
 - G. Fairness Board: Bohr reported on the committee's work on merging with Student Grievance Board and the need to increase campus awareness.
 - H. Grants Review Committee: Griggs reported on the progress to create an online process for grant submittal and review, which should be ready by end of fall 2007.
 - I. Instruction Committee: Schaffner reported on the committee's work on CSU Accessible Technology Initiative.
 - J. Library Committee: Howard reported on the committee's responsibility to provide input on library related policies.

- K. Research and Professional Development Committee: Del Rio reported on the committee's work to conduct a best practices study on campus.
- L. Sustainability Committee: Greenwald reported on the committee's completion of a catalog of sustainability courses (SUSCAT).
- V. Consent Agenda: none.
- VI. Business Items:
 - A. Resolution on Faculty Dispute Review Committee (Executive Committee): This resolution abolishes the Faculty Dispute Review Committee. M/S/P to agendize the resolution.
 - B. Curriculum Committee Procedures: Hannings presented the attached procedural guidelines in an effort to streamline and standardize the review of curriculum proposals. The last sentence was modified to read as follows:
After approval by the ASCC, they are forwarded to the Academic Senate Executive Committee and are then placed on sent to the full Senate for a first and second reading agenda cycle.
M/S/P to have the Executive Committee approve the procedures.
- VII. Discussion Item:
 - A. Possible Changes to the Academic Senate Bylaws: Due to lack of time, this item was not addressed.
- VIII. Adjournment: the meeting was adjourned at 5:00 p.m.

Submitted by,



Gladys Gregory
Academic Senate

Dated: April 3, 2007

PROCEDURAL GUIDELINES FOR THE ACADEMIC SENATE CURRICULUM COMMITTEE

(The editorial changes shown below have been added/deleted to the information that appears on the Academic Programs website. This is just the Senate portion of the much longer procedures that address how departments, colleges, the Senate, and the Academic Programs Office handle curriculum proposals. These amendments will become the guidelines for the Academic Senate Curriculum Committee.)

ACADEMIC SENATE REVIEW OF CURRICULUM PROPOSALS

After initial review by the Academic Programs Office, all final curriculum proposals will be submitted by the proposing college or program to the Academic Senate Office for review by the Academic Senate Curriculum Committee (ASCC). This committee shall be composed of one faculty representative from each college curriculum committee and from related areas of the University (see Academic Senate bylaws for details). Departments will be instructed as to how many copies of each proposal packet to submit. One copy of each proposal packet will be retained in the Academic Senate Office.

The Academic Senate Curriculum Committee will review all proposals for academic merit and potential overlap and/or duplication with existing courses and programs, and make recommendations.

The Academic Senate Curriculum Committee will forward ~~their~~ its recommendations directly to the Academic Senate for full Senate review.

The Academic Senate makes recommendations on all curricular proposals for approval by the University President.

All catalog proposals, except new degree programs, appear on the Senate agenda by college as consent items. Senators are given ~~ample~~ three weeks notice of the consent items and are expected to review the summaries posted on the Academic Programs website. Issues, concerns, and questions regarding curriculum proposals are directed to the chair of the Academic Senate Curriculum Committee by one week before the Senate meeting. If the concern is strong enough, any senator may request an item be removed from the consent agenda no later than one week before the meeting. Items removed from the consent agenda will be placed on a first and second agenda cycle, with the first reading being the meeting of the consent agenda. The chair of the Curriculum Committee will invite representatives from the concerned departments to be present at the meetings where their proposals will be discussed. Items not removed from the consent agenda are considered approved on the meeting date of the consent agenda.

New degree proposals must be approved by the CSU Chancellor's Office, and as this approval cannot usually be timed to meet a catalog cycle deadline, these proposals come to the ASCC when they are ready. After approval by the ASCC, New degree proposals they are forwarded to the Academic Senate Executive Committee and are then placed on a first and second reading agenda cycle.

April 24, 2007

**APPROVAL OF ACADEMIC SENATE
CAUCUS CHAIRS AND SENATORS
FOR 2007 - 2008/09**

College of Agriculture, Food and Environmental Sciences

Caucus chair:

Senate vacancy:

College of Architecture and Environmental Design

Caucus chair:

No vacancies

College of Business

Caucus chair:

Senate vacancy:

Senate vacancy:

College of Education

Caucus chair:

Senate vacancy:

Shirley Magnusson (TchrEd, 2007-2009)

College of Engineering

Caucus chair:

No vacancies

Mei-ling Liu

College of Liberal Arts

Caucus chair:

No vacancies

John Soares

College of Science and Mathematics

Caucus chair:

Senate vacancy:

Senate vacancy:

Senate vacancy:

Steve Rein

Rich Saenz (Physics, 2007-2008)

John Hagen (Chem&BC, 2007-2009)

Professional Consultative Services

Caucus chair:

Senate vacancy:

Adopted:

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

AS- -07

RESOLUTION ON
CONSOLIDATION OF ACADEMIC SENATE UNITED STATES CULTURAL
PLURALISM SUBCOMMITTEE AND CURRICULUM COMMITTEE

1 WHEREAS, The Academic Senate United States Cultural Pluralism (USCP) Subcommittee
2 was established in 1992 as a standing subcommittee of the Curriculum Committee
3 for the initial review of courses proposed to fulfill the Cultural Pluralism
4 baccalaureate requirement (AS-396-92); and
5

6 WHEREAS, The USCP Subcommittee has in effect operated as a separate standing committee
7 with its own membership separate from the Curriculum Committee; and
8

9 WHEREAS, The service culture of the University is best served by a committee structure that
10 is compact and robust; and
11

12 WHEREAS, The curriculum process as it is currently defined is responsible for developing
13 recommendations regarding cultural pluralism as it relates to instruction; and
14

15 WHEREAS, The existing USCP standards are well defined and the number of new course
16 proposals submitted to the USCP Subcommittee has dwindled (no new USCP
17 course proposals were submitted during 2006-07); and
18

19 WHEREAS, According to the Academic Senate bylaws, the Curriculum Committee is
20 responsible for developing recommendations regarding cultural pluralism as it
21 relates to instruction; and
22

23 WHEREAS, The Curriculum Committee already reviews all courses proposed for USCP credit;
24 and
25

26 WHEREAS, Review of existing USCP courses can be carried out in the context of normal
27 program review; therefore be it
28

29 RESOLVED: That the Academic Senate United States Cultural Pluralism (USCP)
30 Subcommittee be abolished; and be it further
31

32 RESOLVED: That the Academic Senate Curriculum Committee assume the responsibilities of
33 the USCP Subcommittee effective immediately; and be it further

34 RESOLVED: That all references to the USCP Subcommittee be removed from the Academic
35 Senate bylaws; and be it further

36

37 RESOLVED: That other University documents including websites shall be revised immediately
38 to reflect this change.

Proposed by: Academic Senate Executive Committee
Date: May 1, 2007

Cal Poly, San Luis Obispo
Summary Statement of Proposed New Degree Program for
Academic Master Plan Projection

1. Title of Proposed Program.

Bachelor of Arts, Liberal Arts & Engineering Studies

Brief description: This is an innovative interdisciplinary program that with a strong foundation in mathematics, science, engineering and liberal arts, enhanced by a global perspective experience. Students will integrate the planning, testing, evaluation and development work that underlies engineering studies with the creative expression, ethical investigation and aesthetics studies that form the core of the liberal arts. The SA LAES is being proposed as a five-year pilot program. The students will be internal transfers from the College of Engineering who are in good academic standing, but decide after the first year or two of their studies that an engineering career is not for them.

2. Reason for Proposing the Program.

This new degree is being proposed for two main reasons.

1) To prepare our student to address 21st century workforce concerns.

- The educational needs of society calls for graduates whose "exposure to science, mathematics, technology, and engineering during their undergraduate career is good preparation for 'a wide variety of societal roles; and that the nation will depend increasingly on a citizenry with a solid base of scientific and technical understanding' (Center for Science, Mathematics, and Engineering Education, 1996, pAr From National Academy of Engineers, *Educating the Engineer of 2020*, 2005, p.35.
- Thus, the *SA in Liberal Arts and Engineering Studies* will prepare students for work in both local and global contexts in careers that require
 - o broad technical fluency, as well as an ability to examine and articulate the complex sociocultural, political and ethical aspects of issues upon which new public policy and legislation will be developed;
 - o integrated new media creation, production, distribution and evaluation in the information and entertainment industries, and the aesthetics of interactive systems design;
 - o technological product management, sales and training;
 - o various areas of technical communication (e.g., technical writing, public relations, patent law).

2) To increase retention among well-qualified freshman students admitted into the engineering program who find, early on, that although they have the aptitude, they no longer are interested in engineering as a career.

- Cal Poly has consistently lost a sizeable number of its engineering students during the Freshman and Sophomore years as these students, for various reasons, become disenchanted with traditional engineering study.
- Thus, the *SA in Liberal Arts and Engineering Studies* will

- o provide a new path for well-qualified CENG students who realize engineering is not their sole passion;
- o allow for efficient matriculation for students leaving CENG;
- o create opportunities for students to work on projects with a global emphasis and in multidisciplinary teams involving faculty and students from the CLA and CENG.

3. Anticipated Student Demand.

	Number of Students		
	<u>at initiation</u>	<u>3 years after initiation</u>	<u>5 years after initiation</u>
Number of Majors	35	105	120
Number of Graduates*	0	20	90

*total number of graduates at 3 and 5 years after initiation

4. Indicate the kind of resource assessment used by the campus in determining to place the program on the academic plan. If additional resources will be required, the summary should indicate the extent of university commitment to allocate them and evidence that campus decision-making committees were aware of the sources of resource support when they endorsed the proposal.

Resource needs were estimated based upon the number of new courses proposed for the major and administrative and support costs to coordinate the running of the program during the pilot phase. Provost Durgin, Dean Noori, and Dean Halisky have agreed upon a plan of resource support to initiate the program.

5. If the program is occupational or professional, summarize evidence of need for graduates with this specific education background.

This program is *not* intended as an ABET-accredited engineering program nor is it intended for students interested in careers as professional engineers.

6. If the new program is currently a concentration or specialization, include a brief rationale for conversion.

Not applicable.

7. If the new program is not commonly offered as a bachelor's or master's degree, provide compelling rationale explaining how the proposed subject area constitutes a coherent, integrated degree major which has potential value for students. If the new program does not appear to conform to the Trustee policy calling for "broadly based programs," provide rationale:

The degree provides a niche area for Cal Poly that is not available at UCSB, UC-Davis, UCLA, UCSD, Stanford, Cal Tech, or Berkeley. The program is unique on this campus and to the CSU. No other program on campus or in the CSU combines the mathematical and scientific foundation of Engineering with advanced studies in the Liberal Arts.

Similar programs are successfully established at many schools that compete directly with Cal Poly for the same cadre of high caliber students. Universities that offer similar programs include:

Dartmouth University (A.B., Engineering)
Harvard University (A.B., Engineering)
Johns Hopkins University (B.A, Biomedical Engineering; B.A, Computer Science, B.A, Electrical Engineering, B.A, General Engineering)
Lafayette College (A.B. Engineering)
Princeton University (A.B. in Engineering and the Liberal Arts)
Purdue University (B.S., Interdisciplinary Engineering)
Rice University, (B.A, Electrical Engineering)
Rochester Institute of Technology (B.A, Engineering Science)
University of Arizona (B.A, Engineering)
University of Rochester (B.A, Engineering Science)
Worcester Polytechnic Institute (B.A, Liberal and Engineering Studies)
Yale University (B.A, Engineering Sciences)

8. Briefly describe how the new program fits with the campus mission statement.

The Bachelor of Arts in Liberal Arts and Engineering Studies

- looks towards the future of the university as embodied in the revised mission statement:

Cal Poly fosters teaching, scholarship, and service in a learn-by-doing environment where students and faculty are partners in discovery. As a polytechnic university, Cal Poly promotes the application of theory to practice. As a comprehensive institution, Cal Poly provides a balanced education in the arts, sciences, and technology, while encouraging cross-disciplinary and co-curricular experiences. As an academic community, Cal Poly values free inquiry, cultural and intellectual diversity, mutual respect, civic engagement, and social and environmental responsibility.

- affirms Cal Poly's polytechnic orientation, while fostering a cross-disciplinary experience combining integrated coursework in engineering, science, and math with an integrated plan of stUdy in the liberal arts.

BACHELOR OF ARTS IN LIBERAL ARTS AND ENGINEERING STUDIES - CURRICULUM DISPLAY

MAJOR COURSES

CHEM 124 Gen Chemistry for Engineering (83/84)*	4
ENGL 149 Technical Writing for Engineers (A3)*	4
LAES 301 Project-Based Learning in LAES ..	4
LAES 411 Collaborative Global Partnerships in LAES	4
LAES 461 Senior Project (or other approved SP course)	4
LAES 462 Capstone Senior Seminar in LAES.....	4
MATH 141,142 Calculus I, II (81)*	4,4
MATH 143 Calculus III (85)*	4
MATH 241 Calculus IV.....	4
MATH 244 Linear Systems <u>or</u> Advisor Approved Elective.....	4
PHYS 141 General Physics IA.....	4
PHYS 132, 133 General Physics.....	4,4
Engineering concentration (minimum 8 units at 300-400 level)	36
Liberal Arts concentration (minimum 12 units at 300-400 level)	24**
STAT 312/321/350	4
Study Abroad or Global Perspectives courses (300-400 level)***.	4,4
Advisor approved elective	<u>4</u>
	128

GENERAL EDUCATION (GE)

72 units required; 20 units are in Support.

Minimum of 12 units required at the 300-400 level.

Area A Communication (8 units)

A1 Expository Writing	4
A2 Oral Communication	4
A3 Reasoning, Argumentation, and Writing * 4 units in Major ..	0

Area B Science and Mathematics (4 units)

81 Mathematics/Statistics * 8 units in Major	0
82 Life Science	4
83 Physical Science* 4 units in Major	0
84 One lab taken with either a 82 or 83 course	
85 (requirement for Liberal Arts students only) *4 units in Major	0

Area C Arts and Humanities (16 units)

C1 Literature	4
C2 Philosophy	4
C3 Fine/Performing Arts	4
C4 Upper-division elective	4

Area *DIE* Society and the Individual (20 units)

D1 The American Experience (40404)	4
D2 Political Economy	4
D3 Comparative Social Institutions	4
D4 Self Development (CSU Area E)	4
D5 Upper-division elective	4

Area F Technology (upper division)	4
	<u>52</u>

ELECTIVES	<u>0</u>
	180

* GE classes; In addition, one USCP course must be taken to fulfill Cal Poly graduation requirements.

** Because this is a 180-unit degree, the Liberal Arts GE program, which requires upper division courses in Areas O (05) and F, as well as an additional course in Area B (B5), is the appropriate GE template. In *most* Liberal Arts concentration options, *at least* 4 units will double-count in GE areas C or O at the upper or lower division level. See concentrations for more specific information.

*** A fall quarter/semester Study Abroad experience will be strongly encouraged for all students and efforts will be made to make sure that this is a viable and affordable option. Financial aid and scholarships may be available to support students who have completed the *Free Application for Federal Student Aid* (FAFSA) form. The International Programs Office already has in place several special affiliation agreements with a number of programs spanning a number of countries and continents, and will welcome the opportunity to pursue more such agreements as programs and needs are identified. For those students who cannot participate in the study abroad portion of the program, National Student Exchange or eight (8) units of integrated, upper division study in Global Perspectives may be selected from a list of approved electives, with an advisor's approval. Neither of these would meet the goals of the program as well, but have been identified as acceptable substitutes.

1) Students will select *one* Engineering Studies concentration from among the following (=36 units):

CSC - Computer Graphics Concentration (34 units)

CSC 100 - Introduction to Computer Science (2)
CSC 101 - Fundamentals of Computer Science I (4)
CSC 102 - Fundamentals of Computer Science II (4)
CSC 103 - Fundamentals of Computer Science III (4)
CSC 141 - Discrete Structures I (4)
CPE 129/169 - Digital Design, Digital Design Laboratory (3+1)
CPE 229/269 - Computer Design & Assembly Language Programming, Laboratory (3+1)
CSC 357 - Systems Programming (4)
CSC 471 - Introduction to Computer Graphics (4)

Electrical Engineering - Power Concentration (34 units)

EE 111/151 - Introduction to EE (2)
EE 112 - Electric Circuit Analysis I (2)
EE 211/241 - Electric Circuit Analysis II, Laboratory (3+1)
EE 212/242 - Electric Circuit Analysis III, Laboratory (3+1)
EE 255/295 - Energy Conversion Electromagnetics. Laboratory (3+1)
EE 355/375 - Electromagnetics, Laboratory (4+1)
EE 406 - Power Systems Analysis I (4)
EE 407/444 - Power Systems Analysis II (4+1)
Advisor approved power technical elective (4)

Industrial/Manufacturing Engineering - System Design Concentration (37 units)

IME 101 - Intro Industrial & Manufacturing Engineering (1)
IME 223 - Work Design and Measurement (4)
IME 239 - Industrial Costs and Controls (4)
IME 301 - Operations Research I (4)
IME 303 - Project Organization and Management (4)
IME 314 - Engineering Economics (4)
IME 320 - Human Factors and Technology (4) GE Area F

IME 326 ... Engineering Test Design and Analysis (4)
IME 420 - Simulation (4)
IME 443 - Facilities Planning and Design (4)

Production Technologies Concentration (37 units):

IME 101 - Intro to IME (1)
IME 141 - Manufacturing Processes: Net Shape (1)
IME 142 - Manufacturing Processes: Materials Joining (2)
IME 143 - Manufacturing Processes: Material Removal (2)
IME 156 - Basic Electronics Manufacturing (2)
IME 223 - Work Design and Measurement (4)
IME 241 - Manufacturing Process Design (4)
IME 314 - Engineering Economics (3)
IME 335 - Computer-Aided Manufacturing I (4)
IME 336 - Computer-Aided Manufacturing II (4)
IME 342 - Manufacturing Systems Integration (3)
IME 418 - Product-Process Design (4)
IME 455 - Manufacturing Design and Implementation I (3)

Product Development Concentration (36 or 37 units):

IME 144 - Intro to Design and Manufacturing (4)
IME 157 - Electronics Manufacturing (4)
IME 303 ... Project Organization and Management (4)
IME 314 - Engineering Economics (3)
IME 335 - Computer-Aided Manufacturing I (4)
IME 357 - Advanced Electronic Manufacturing (4)
IME 401 - Sales Engineering (2)
IME 417 - Supply Chain and Logistics Management (4)
IME 418 - Product, Process Design (4)
IME 455 - Manufacturing Design and Implementation I (3) or IME 559 - Engineering R&D (4) or IME 577 - Engineering Entrepreneurship (4)

Engineering Studies Independent Course of Study Concentration (ICS ... 36 units)

The Engineering Studies ICS Concentration allows students to pursue a course of study that has either depth or breadth. Because of the flexibility with the Engineering Studies ICS concentration, students will work closely with program advisors to develop an emphasis area, pairing appropriate engineering classes that cut across traditional disciplinary boundaries with a complementary Liberal Arts concentration. Some possible themes include:

- Digital Media
- Entrepreneurship
- Technology & Policy
- Global Development & Service Learning

Courses in the Engineering Studies ICS concentration may include any course offered by the programs listed below. A total of 36 units are required. The plan of study may include courses from one of these programs, or a combination. A total of 8 units must be at the 300-400 level. ,

- (BME) Biomedical Engineering
- (CPE) Computer Engineering
- (CSC) Computer Science
- (EE) Electrical Engineering
- (ENGR) General Engineering
- (IE) Industrial Engineering
- (MfgE) Manufacturing Engineering
- (MATE) Materials Engineering
- (SE) Software Engineering

Advisor approved courses in Math, Physics and Chemistry may also be included in the Engineering Studies ICS.

2) Students will also select *one* Liberal Arts concentration from among the following tracks (24 units):

Culture, Society & Technology Concentration (24 units)

Required Courses:

ESIWS 350 - Gender, Race, ~~Science~~, & Technology (4) USCP

HUM 303 - Values & Technology (4) or PHIL 341 - Professional Ethics (4) or PHIL 337 - Business Ethics (4) All GE Area C4

POLS 451 - Technology & Public Policy (4)

Advisor Approved Elective Courses (Select at least 3 from the list below):

ANT 360 - Human Cultural Adaptations (4) GE Area 05

CaMS 317 - Technology & Human Communication (4)

GEOG 318 - Applications in GIS (3)

GEOG 333 - Human Impact on Earth (4)

or HUM 350 - The Global Environment (4)

HIST 354 - History of Network Technology (4) GE Area F

HIST 359 - Living in the Material World (4) GE Area F

JOUR 331 - Contemporary Advertising (4)

JOUR 470 - Selected Advanced Topics in Journalism (4)

PHIL 322 - Philosophy of Technology (4) GE Area C4

PHIL 340 - Environmental Ethics (4) GE Area C4

POLS 347 - Politics & Popular Culture (4)

PSY 311 - Environmental Psychology (4) GE Area 05

PSY 494 - Psychology of Technological Change (4)

Interactive Communication Concentration: Cinematic Focus (24 units)

Required Courses:

TH 210 - Introduction to Theater (4) GE Area C3

ENGL 411 - New Media Art I (4)

ENGL 371 - Film Styles and Genres (4) GE Area C4

Advisor Approved Elective Courses (choose 3):

ENGL 210 - New Media Technology (4)
ENGL 370 - World Cinema (4) GE Area C4
ENGL 372 - Film Directors (4) GE Area C4
SCOM 311 - Communication Theory (4)
SCOM 385 - Media Criticism (4)
SCOM 419 - Media Effects (4)
ENGL 412 - New Media Art II (4)
ENGL 416 - New Media Study (4)
ENGL 417 - Advanced New Media Projects (2) (must be repeated)

Interactice Communication Concentration: Theatrical, Focus (24 units)

Required Courses:

TH 210 – Introduction to Theater (4) GE Area C3
TH227 - Theater History: Classical (4) GE Area C3
or TH 228 – Thater History: .18th Century to Contemporary (4) GE Area C3
ENGL411 - NewMedia Art I(4)

Advisor Approved Elective Courses: (select 3 courses from the list below - with rio more than 1 lower division course)

ENGL 210 – New Media Technology (4)
TH 220- Acting Methods (4)
TH310 -Women'sTheater (4) or TH 320 – Black Theater (4) or TH 360 - Theatre inthe United States (4) or TH390- World Drama (4) All GE Area C4
TH 230/330 - Stagecraft (4)
TH 430- Introduction to StageDesign:Sceoery(4)
TH 434 - ,Introduction to StageDesign: Lighting (4)
HUM 320 - Values, Media&Culture (4) GEAreaC4
ENGL 412 - New Media Arts II (4)

Technical Communication Concentration (24 units)

Required Courses:

ENGL 317 - Technical Editing (4)
ENGL 319 -Information Design & Production (4)
COMS 317 - Technology & Human Communication (4)

Advisor Approved Elective Courses (choose 3):

ENGL 210 - New Media Technology (4)
ENGL 310 - Corporate Communication (4)
HUM 303 - Values & Technology (4) GE Area C4
PHIL 337 - Business Ethics (4) GE Area C4
or PHIL 341 - Professional Ethics (4) GE Area C4
COMS 213 - Organizational Communication (4)
COMS 301 - Business and Professional Communication (4)
ENGL 418 - Technical Communication Practicum (4)
or ENGL 420 - Client-Based Technical Communication (4)

Publishing Technology Concentration (24 units)

Required Courses:

GRC 101 - Introduction to Graphic Communication (3)

GRC 201 -- Electronic Publishing Systems (3)
 GRC 211 -- Substrates and Ink (4)
 HUM 303 -- Values & Technology or PHIL 341 - Professional Ethics or PHIL 337 - Business Ethics (4) All GE Area C4

Liberal Arts Independent Course of Study Concentration (ICS - 24 units)

Students choosing the Liberal Arts ICS Concentration pursue a course of study that meets their individual needs and interests. Courses are selected with the advice of the student's academic advisor and approved by the program chair.

The Liberal Arts ICS Concentration must meet one of the following requirements: 24 units of an advisor-approved integrated course of study selected from among courses offerings in the College of Liberal Arts, with at least half of the units at the upper division level OR an approved minor program in the College of Liberal Arts selected from among the following minors:

MINOR	UNITS
Art	30
Child Development	28-29
Communication Studies	28-29
Dance	30
English	28
Linguistics	28
Ethnic Studies	24
French	24
German	24
Gerontology (PSY/CD)	28
Graphic Communication	26
History	30
International Relations (POLS)	28
Latin American Studies	28
Law & Society (POLS)	28
Music	30
Religious Studies (PHIL)	24
Philosophy	24
Psychology	28
Sociology	28
Spanish	24
Theatre	28

Values, Technology, & Society	28
Western Intellectual Tradition	28
Women's Studies	28

Courses in the Liberal Arts ICS Concentration may double count with GE courses.

Adopted:

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

AS- -07

RESOLUTION ON
PROPOSAL FOR ESTABLISHMENT OF
THE CAL POLY CENTER FOR GLOBAL AUTOMATED
IDENTIFICATION TECHNOLOGIES (POLY GAIT)

- 1 RESOLVED: That the Academic Senate of Cal Poly endorse the attached proposal for
- 2 establishment of The Cal Poly Center for Global Automated Identification
- 3 Technologies (poly GAIT).


Proposed by: Industrial and Manufacturing Engineering Department
Date: April 23, 2007

State of California
Memorandum

CAL POLY

To: Bruno Giberti, Chair
Academic Senate

Date: April 9, 2007

From: William W. Durgin 
Provost and Vice President
for Academic Affairs

Copies: Susan Opava
Tali Freed

**Subject: Request for Academic Senate Review of the
Proposal for the Establishment of the Cal Poly
Center for Global Automated Identification
Technologies (poly GAIT)**

Attached is a copy of a preliminary proposal to establish the Cal Poly Center for Global Automated Identification Technologies (poly GAIT). In accordance with campus policy for the Establishment, Evaluation and Discontinuation of Centers and Institutes, this proposal received conceptual approval by the Academic Deans' Council at its meeting on April 2, 2007. I would now appreciate the Academic Senate's review of this proposal, if possible, prior to the close of Spring Quarter 2007. Simultaneously an *ad hoc* committee, appointed by me, will review organizational and financial aspects of the proposed center. Please feel free to contact Dr. Tali Freed, Industrial and Manufacturing Engineering Department, author of the proposal should you have any questions or would like her to make a presentation to the Academic Senate.

Thank you, and if you have any questions, please do not hesitate to contact my office.

Enclosure

**The Cal Poly Center for Global Automated Identification
Technologies (Poly GAIT)**
Proposal to the California Polytechnic State University

April 2, 2007

T. Freed
Industrial and Manufacturing Engineering

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Purpose

We propose to grant Poly GAIT, the Cal Poly Laboratory for Global Automatic Identification Technologies, the status of a Cal Poly University Center. The Laboratory was founded in November 2004 by a group of faculty from several CP colleges interested in Radio Frequency Identification (RFID) and other methods of identifying and tracking objects. Such methods are used to prevent loss, theft, and counterfeiting; increase process efficiency; and provide traceability capabilities in cases of health-threatening disasters. Poly GAIT has been supported by the Dean of Research and Graduate Programs, Susan Opava, from its inception, as well as by Dean Wehner, Dean Noori, and Dean Christy. President Baker and interim provost Detweiler have also visited the lab and praised its energetic, multi-disciplinary, project-based learning and innovation.

Poly GAIT has been generously supported by industry, in cash and in-kind donations and project grants. A process developed in the lab has been submitted to the US Patent and Trademark Office for patenting, and several other innovative ideas are currently being developed into potentially patentable and commercially desirable products or processes.

Fifteen faculty from four Cal Poly colleges are actively working on Poly GAIT projects. There are also several hundred students from all Cal Poly colleges who have been trained in RFID courses, presentations, and projects.

Poly GAIT currently focuses on RFID research, however in the future we expect to expand into other areas, mixing process expertise and new technologies, such as biometric identification.

As a University Center the lab will have better structured administration, retain some of its grants overhead, and will be positioned to receive more funding from government and industry.

Background

Radio Frequency Identification, or RFID, uses radio waves to automatically identify objects. This automatic identification method relies on storing and remotely retrieving data using devices called RFID tags, antennas, and readers.

RFID tags are objects that can be attached or incorporated into a product, animal, or person. There are two types of RFID tags, passive and active. Passive tags have no internal power source, so tend to be smaller and cheaper. Active tags require a power source, however they tend to be more reliable and have a farther read distance and larger memories. The antenna enables the chip in the RFID tag to transmit the identification information to a reader. The reader then converts the radio waves reflected from the RFID tag into digital information that can be passed on to computers.

Purpose

Background

What is RFID?

Current Uses

RFID technology is used in many everyday applications and the number and diversity of applications grows daily. For example, passports are being issued in many countries with RFID tags. Beginning in 2007, some new U.S. passports will include RFID technology. The RFID tags will store the same information that is printed on the passport as well as a digital picture of the owner. RFID tags are also used to track books in bookstores and libraries, pallets across supply chains, airline baggage, apparel and pharmaceutical items, as well as for door access control (e.g. CP Kennedy Library). Toll booths and bridges are using RFID for electronic toll collection (California's FasTrak). Many large corporations expect RFID to improve their supply chain management. Wal-Mart and the United States Department of Defense started mandating their vendors to place RFID tags on shipments. These mandates impact thousands of companies worldwide. With the use of RFID progressing, research and development organizations in this field are in high demand.

Current Poly GAIT Research

Poly GAIT has been working with the RFID community on innovative research and development, while providing Cal Poly students with an exciting, hands-on learning environment. Poly GAIT has taken part in many student-led projects. See Appendix A for a full list. Many of these projects incorporate the very problems businesses are encountering when trying to produce and implement RFID systems; while some projects show new ways RFID can help certain industries. For example, CAFES and OCOB students and faculty are currently working on an RFID system for tracking livestock so that diseases can be quickly traced and eliminated. CLA Graphic Communication students are collaborating with CENG Electrical Engineering students to develop printable electronics. Some of the other areas of research being conducted at Poly GAIT are Warehouse Inventory Tracking, Asset Tracking, Door Access Control, Produce Traceability, Antenna Design, Automated Grocery Store Checkout, and Personalized Environment Control. RFID has many possibilities for the future and Poly GAIT hopes to be an integral part in the success of RFID technology and future Cal Poly graduates.

Poly GAIT efforts will focus on three primary activities:

- Education and Training
- Innovative Research and Development
- Solving Industrial Problems

The Poly GAIT laboratory at Cal Poly focuses on groundbreaking research and development that leads to innovative real-world solutions. Poly GAIT is dedicated to providing the best education and training to students and industrial partners, and fostering collaboration among industry, government, and academia for the advancement of automatic identification technologies.

Long-Term Goals:

- Education and Training
- Innovative R&D
- Solving Industrial Problems

Mission: Poly GAIT is committed to groundbreaking research and development that leads to top-notch education and innovative real-world solutions.

Few organizations have the resources and expertise to develop solutions exploiting the new opportunities and challenges of RFID technologies. An academic institution highly regarded in all aspects of engineering, business and agriculture is the perfect environment to develop

prototype and demonstration systems. Cal Poly, with its strong polytechnic tradition of applied learning and problem solving, is ideally suited to undertake the various applied research challenges, multi-disciplinary investigations, solution development, testing, training, and implementation projects presented by the emerging RFID industry.

In addition to providing education and training, performing innovative research and development, and solving industrial problems, the Center plans to accomplish the following objectives:

- Partner with industry practitioners to develop innovative initiatives
- Enhance the interdisciplinary curriculum and supplement academic learning
- Augment faculty professional development and applied research opportunities
- Generate opportunities for faculty salary supplementation (fees for teaching Center courses, patent royalties, consulting)
- Improve graduating students employment opportunities and entrepreneurial initiatives
- Provide classes and projects to students from various disciplines interested in identification and tracking technologies

Goals

Our Mission

Objectives

Objectives continued

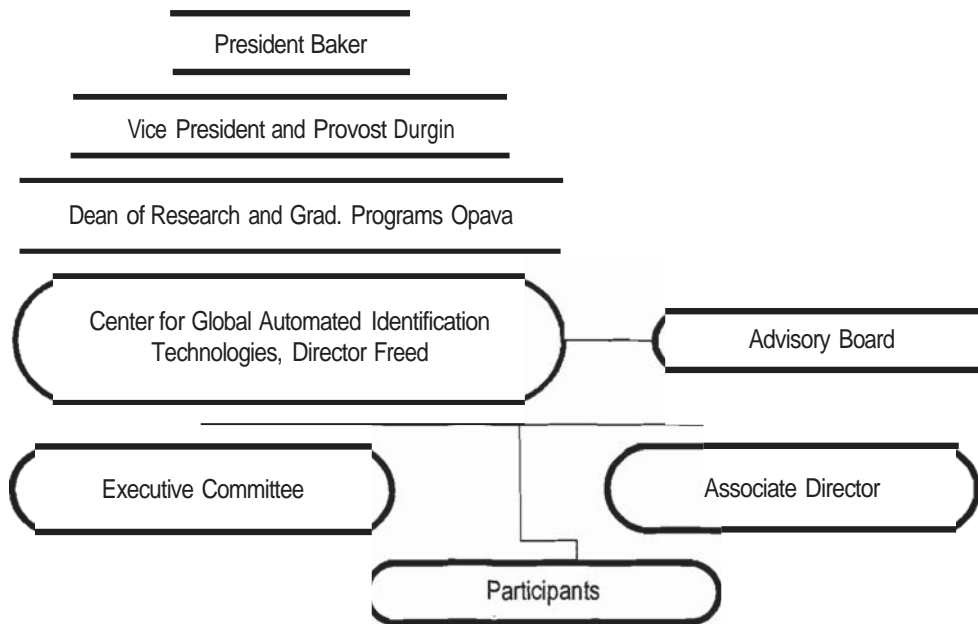
- Establish external funding for the Center's on-going activities
- Develop opportunities for student engagement in applied research
- Partner with and strengthen relationships among the different colleges and departments of Cal Poly
- Develop on-going relationships with other education institutions, research institutions and foundations

Organization and Governance

Poly GAIT shall be administered by a Director, supported by an Associate Director and Executive Committee, and shall report to the Dean of Research and Graduate Programs. Poly GAIT shall also have an external advisory board that will meet at least annually to provide professional advice and guidance to the Director. The Director and Associate Director shall approve the Board members.

Administration of finances of Poly GAIT will normally be handled by the Cal Poly Corporation. The Director shall be responsible for the unit's budget and for ensuring fiscal solvency of the Center.

The Director shall submit an annual report following each academic year to the Provost and Vice President for Academic Affairs, the Dean of Research and Graduate Programs, financial supporters, and members of the Advisory Board. The report shall include a summary of the year's activities and a financial report, as well as information on scholarly publications and technical reports, student and faculty activities supported by the Center, theses and senior projects completed under the auspices of the Center, honors, awards, and recognition of faculty and students, future plans and any other noteworthy achievements.



Dr. Freed received her Ph.D. from the D.C. Berkeley Department of Industrial Engineering and Operations Research. Her B.Sc. and M.Sc. are in Industrial Engineering and Management, from the Technion - Israel Institute of Technology.

Dr. Freed's primary areas of research are RFID (radio frequency identification), production planning and scheduling, and design of processes and information systems. She teaches courses at Cal Poly in the areas of Operations Research, Information Systems Design, Simulation, Process Analysis and Improvement, and Electronics Manufacturing.

Dr. Freed's industrial experience includes leading process improvement and system development projects in the electronics and semiconductor manufacturing industry, as a consultant and as a senior engineer. She was also the first female electronics technician in the Israeli Air Force.

She has written and published journal articles, a book chapter, and case studies on these topics.

(Please see Appendix C for more information on Dr. Freed).

About the Director
Tali Freed Ph.D.

About Poly GAIT's Faculty

The faculty establishing the Center have been involved in research and development that support the Center's objectives for several years. They represent several Cal Poly colleges and departments, and their collective experience includes securing external funding from industries. They have led both education and research initiatives (see Appendix D for a summary of sponsored research). Therefore they are well-positioned to work with the Director to enable the success of the Center.

Please see the Table below listing current Poly GAIT's Faculty.

Name	Department	College
Tali Freed	Industrial and Manufacturing Engineering	CENG
Dean Arakaki	Electrical Engineering	CENG
Jon Beckett	Animal Science	CAFES
Mike Hall	Animal Science	CAFES
Dan Steams	Computer Science and Computer Engineering	CENG
Lynne Slivovsky	Electrical Engineering and Computer Engineering	CENG
Al Liddicoat	Electrical Engineering and Computer Engineering	CENG
Jay Singh	Industrial Technology	OCOB
Keith Vorst	Industrial Technology	OCOB
Larry Rinzel	Industrial and Manufacturing Engineering	CENG
Shaun Kelly	BioResource and Agricultural Engineering	CAFES
Rollin Strohman	BioResource and Agricultural Engineering	CAFES
Wyatt Brown	Horticulture & Crop Sciences Department	CAFES
Harvey Levenson	Graphic Communications	CLA
Xiaoying Rong	Graphic Communications	CLA

We are requesting start-up funds totaling \$50K for the first two years. The attached preliminary budget projections indicate that the Center will be financially self-sustaining by year 3. The primary sources of revenue are expected to be grants, donations, and training fees.

Revenues shall be reinvested to support Center growth and operations, faculty professional development, student activities, and other services to support the academic and service mission of the Center.

	Year 1	Year 2	Year 3	Year 4	Year 5
Estimated Income					
Center Start-up Funds	\$20,000	\$30,000			
Indirect Returns ¹			\$40,000	\$50,000	\$50,000
Training Fees	\$30,000	\$50,000	\$70,000	\$100,000	\$100,000
Sponsored Projects ²	\$200,000	\$300,000	\$400,000	\$500,000	\$500,000
Cash Donations	\$100,000	\$120,000	\$140,000	\$170,000	\$200,000
Total	\$350,000	\$500,000	\$630,000	\$780,000	\$850,000
Estimated Expenses					
Staff Release Time ³	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Student Assistants	\$15,000	\$20,000	\$25,000	\$30,000	\$35,000
Equipment	\$20,000	\$25,000	\$35,000	\$40,000	\$45,000
Training Expenses	\$5,000	\$7,000	\$10,000	\$13,000	\$15,000
Total	\$80,000	\$92,000	\$110,000	\$123,000	\$135,000

- 1 Calculated as 10% (25% of 40% Indirect Costs) of Total Project Grants.
- 2 Sponsored Projects include Applied Research projects of the types currently performed by Poly GAIT (e.g., Hardware and Software Design, Configuration Optimization, Process and Cost-Benefit Analysis), as well as other types of research, education, and development projects.
- 3 Calculated based on 5 WTU of release-time per quarter for the Director and Associate-Director (total 000 WTU per year), at a rate of \$1320 per WTU.

Poly GAIT has already secured many partners and donors for its ongoing research and development work. These partners and donors are:

- Raytheon
- Texas Instruments
- L-3 Communications
- FloStor Engineering
- Produce Kinetics
- John Voris Industrial Engineering Group
- Zebra
- Safety Syringes
- Container Technology
- Tanimura and Antle
- Orbis Container Services
- Produce Marketing Association
- Printronix
- RedLine Solutions

Fiscal
Sustainability

Projected Budget

Poly GAIT Partners
and Donors

BYLAWS OF THE CAL POLY

Center for Global Automated Identification Technologies California
Polytechnic State University, San Luis Obispo

These bylaws are applicable within the authorization established by the Board of Trustees of The California State University and the California Polytechnic State University, San Luis Obispo.

Name

ARTICLE I - NAME

The name of this organization shall be the Cal Poly Center for Global Automated Identification Technologies, referred to in these bylaws as the Center.

Purpose

ARTICLE II - PURPOSE AND POLICIES

Section 1 - Purpose

The primary purpose of the Cal Poly Center for Global Automated Identification Technologies (Poly GAIT) is groundbreaking research and development that leads to top-notch education and innovative real-world solutions. Poly GAIT is dedicated to providing the best education and training to students and industrial partners, and fostering collaboration among industry, government, and academia for the advancement of automatic identification technologies.

The goals of the Center are to undertake applied research challenges, multi-disciplinary investigations, solution development, testing, training, and implementation projects presented by the emerging Radio Frequency Identification (RFID) industry.

The center's members are faculty and students who have a declared interest in RFID technology and are affiliated with all the Cal Poly colleges.

Poly GAIT will serve as a vehicle for securing industrial sponsorship and support to sustain activities of the Center.

Poly GAIT will be financed primarily by grants, gifts, and revenue generated by the Center's activities.

Policies

Section 2 - Policies

The policies of this Center shall be in harmony with the policies of The California State University, California Polytechnic State University, San Luis Obispo, and the California Polytechnic State University Corporation.

Dissolution

Section 3 - Dissolution

In the event the Center is dissolved, any assets remaining after payment of or provision of all debts and liabilities shall be distributed to the California Polytechnic State University Corporation in trust for Cal Poly.

ARTICLE III - PARTICIPANTS

Section 1 - Participants

Participants may be faculty, staff and students of California Polytechnic State University, San Luis Obispo. The participants are defined as follows:

a. Faculty Participants

Faculty participants are those persons appointed by the University to faculty rank and are participating in the activities of the Center.

b. Staff Participants

Staff participants are those persons employed by the University in either an instructional or non-instructional capacity and are participating in the activities of the Center.

c. Student Participants

Student participants are those persons engaged in study at the University on either a full-time or part-time basis and are participating in the activities of the Center.

Section 2 - Approval to Participate

a. Eligibility

All interested faculty, staff, and students of the California Polytechnic State, San Luis Obispo, and interested parties outside the University, are eligible to participate in the Center upon approval by the Director and Associate Director.

b. Proposal of Participants

Any faculty, staff, student, or outside participant may recommend individuals for participation in the Center. Recommendations shall be made to the Director.

c. Acknowledgement of Participants

The Director of the Center shall acknowledge participants.

Section 3 - Terms and Conditions

Terms and conditions of participation shall be determined by the Director, in consultation with the Associate Director.

Section 4 - Fees and Dues

There shall be no fees or dues paid by participants.

Section 5 - Role of Participants

Participants are encouraged to support and engage in the activities of the Center. They may propose programs to be implemented by the Center. If approved, these programs will receive Center support as necessary and possible. The participants will have priority consideration in Center activities and interaction with industry. Participants are expected to provide support to the programs of the Center and assist the Director in program development. Participants will meet once a year.

ARTICLE IV - ADMINISTRATION

Section 1 – Administration

The Poly GAIT administration shall include a Director, an Associate Director, and an Executive Committee.

Section 2 - Director

The Center will be administered by a Director, appointed by the Dean of Research and Graduate Programs, in consultation with the Advisory Board. The nominal term of appointment is five (5) years. The appointment may be renewed at the discretion of the Dean, with approval of the Advisory Board.

The Director will serve on a released time or added compensation basis if he or she is a Cal Poly faculty member. The amount of time will vary from quarter to quarter and will depend on available funds and anticipated work load for the particular quarter. The Director will report to the Dean of Research and Graduate Programs.

The Director shall submit an annual report following each academic year to the Provost and Vice President for Academic Affairs, the Dean of Research and Graduate Programs, financial supporters, and members of the Advisory Board. The report will include a summary of:

- (a) The year's activities
- (b) Financial Report
- (c) Scholarly Publications and Technical Reports
- (d) Theses and Senior Projects completed under the auspices of the Center
- (e) Future Plans

The Director responsibilities include: a) call meetings, appoint committees when needed and coordinate the activities of the Center as needed, b) procure funds for the Center operations budget through proposal writing and fundraising activities, c) maintain the files of the Center and act as a liaison between the participants and administration of Cal Poly and any outside agencies which the Center conducts business with, d) be the official signatory of the Center on all documents, and e) meet and seek advice and direction from the Advisory Board.

Section 3 - Associate Director

The Associate Director shall be appointed by the Director of the Center. The nominal term of the appointment is five (5) years.

The Associate Director will serve on a released time or added compensation basis if he or she is a Cal Poly faculty member. The amount of time will vary from quarter to quarter and will depend on available funds and anticipated work load for the particular quarter. The Associate Director will report to the Director.

The Associate Director shall be responsible for: a) approving candidates for Center participation, b) recommending members of the Advisory Board, c) recommending center programs and activities, d) developing operating guidelines to implement Center programs and activities, e) advising the director on matters of general policy, and t) overseeing and coordinating the day-to-day operations of the Center.

Section 4 - Executive Committee

The Executive Committee will include the Director, Associate Director, and two active faculty participants elected by majority vote of faculty participants. The Executive Committee will meet once a quarter.

ARTICLE V - ADVISORY BOARD

Advisory Board members are those persons selected by the Director and Associate Director to serve in an advisory capacity to the Center.

Section 1 - Membership

The Advisory Board shall consist solely of individuals external to Cal Poly and shall be composed of a minimum of five members representing a multi-disciplined spectrum of expertise and backgrounds.

The Advisory Board shall be appointed by the Director, with approval by the Dean of Research and Graduate Programs. Initial appointments of one to three years may be used to stagger Board membership, but nominal terms of office will be for three years.

Section 2 - Powers and Duties

The Advisory Board shall provide advice and comment on Center programs, shall engage in public relations and fundraising for Center programs, and shall provide overall guidance and direction to the Center.

Section 3 - Meetings

The Advisory Board will meet at least once a year to review Center programs and to provide general direction to the Center. The Board may elect to meet for special purposes at any other time upon agreement of a majority of Board members.

Section 4 - Number constituting a Quorum

A majority of members shall constitute a quorum.

ARTICLE VI - FISCAL POLICIES

Section 1 - Fiscal Year

The fiscal year shall correspond to that of the Cal Poly Corporation.

Section 2 - Accounts and Audit

The books and accounts of the Center shall be kept by the Cal Poly Corporation in accordance with sound accounting practices, and shall be audited annually in accordance with Corporation policies.

Section 3 - Funding

Funding for the Center shall come from private solicited sources, gifts, and fees from Center-generated short courses, conferences, and publications.

ARTICLE VII - AMENDMENTS

The bylaws may be amended by a two-thirds vote of the participants voting at any meeting of the Center, provided that each participant has received an advance notification of the proposed amendment. They may also be amended on recommendation of the Director and approved by the Dean of Research and Graduate Programs and Provost and Vice President for Academic Affairs.

APPENDIX A

Selected Poly GAIT Projects

Project	Students	Faculty Advisor	
Supply Chain System with RFID, GPS, and Web Interface	Guillermo Lopez	Tali Freed (IME)	
Passive Local Positioning Systems for Inventory Mapping	Chris Quillen, Parag Goril	Dan Steams(CSC/CPE) Lynne Slivovsky(EE/CPE) Tali Freed (IME)	
Multiple Frequency RFID Tag Design		Dean Arakaki(EE)	
Asset Tracking	Aaron Keep, Ricky Smith, Matt Cechini, Michael WonQ	Tali Freed (IME), Larry Rinzel (IME)	Raytheon
Process Analysis & Simulation	Ed Martinez, Rov Chantier	Tali Freed (IME)	Orbis, Tanimura & Antle
Process Technology Modification to Replace Siap-and-Ship (patent)		Tali Freed (IME), Stefan Van Der Bijl	
Optimal Configuration Definition: Tags, Readers and Software	Matt Sanders, Kate Rossman, James Webster, Rob Eversman	Tali Freed (IME)	Container Technology, MEPS Realtime/Safety Syringe
Heart Rate Monitoring Using RFID	Travis Reitter, Mark Sherwood, Keith Thomas, Daniel Andrews, Peter Carillo, Fil Southerland	Dan Steams(CSC/CPE) Lynne Slivovsky(EE/CPE) Tali Freed (IME), Al Liddicoat (EE/CPE)	
Proximity-Based Access Systems	Drew Johnson, Vijay Tolani, Kevin Steinbert, Kevin Worth, Donna Mai Chau, Van Indra	Dan Steams(CSC/CPE), Lynne Slivovsky(EE/CPE), Al Liddicoat(EE/CPE), Tali Freed(IME)	
Environment Control Using RFID	Will Dinkel, Ricky Ybarra, Justin LeBlanc, Gilbert Frye, Abhinav Goyal	Dan Steams(CSC/CPE), Lynne Slivovsky(EE/CPE), Al Liddicoat(EE/CPE), Tali Freed(IME)	
RFID Enabled Bull Sale		Jon Beckett (ASCI), Mike Hall(ASCn)	
Livestock Tag Retention	Sarah Barnum	Jon Beckett(ASCI), Mike Hall(ASCI)	US Dept of Agriculture
Printable RFID Tag		Xiaoying Rong (GrC), Dean Arakaki (EE)	WaveZero
ROI of Automatic Data Collection in Cold Storage	Ryan Panos	Tali Freed (IME)	
ROI of Library Book Taaing	Ali Nawab-Safavi	Cvrus Ramezani (Finance)	
ROI of RFID for Electronics Manufacturing	Jeesoo Lee	Tali Freed (IME)	
Event Registration and Reporting System	Andrea Lam, Matt Cechini, Anthony Randolph, Kyle Dudson, Scott Swaaley, Abraham Aguilar, Ali Navab-Safavi, Michael Wong	Tali Freed (IME)	Texas Instruments
Printers Training Modules	Brian Zimmerman, Travis Thompson	Tali Freed (IME)	Zebra & Printronix
Computer Asset Tracking	Scott Swaaley	Larry Rinzel (IME), Tali Freed (IME)	L-3 Communications (Titan Group)
Development and Testing of Active Asset Tag		Jay Singh(IT), Tali Freed(IME)	Navis & Savr Communications

COLLEGE OF AGRICULTURE, FOOD AND ENVIRONMENTAL SCIENCE
Faculty Interest Questionnaires Received for
Academic Senate Committee Vacancies for 2007-2009

	<u>Department</u>	<u>Order of Preference</u>
<u>Budget and Long-Range Planning Committee</u>		
Doris Derelian	FSN	1 of 1
<u>Curriculum Committee</u>		
Lynn Moody (Incumbent)	Earth&SS	1 of 1
<u>Distinguished Scholarship Award</u>		
Charles Burt (Incumbent)	Bio&AE	1 of 1
<u>Distinguished Teaching Award</u>		
No Vacancy		
<u>Faculty Affairs Committee</u>		
Bob Spiller (Incumbent)	AniSci	1 of 1
<u>Fairness Board</u>		
No Vacancy		
<u>Grants Review Committee</u>		
No Vacancy		
<u>Instruction Committee</u>		
No Vacancy		
<u>Library Committee</u>		
Wayne Howard (Incumbent)	AgriBus	1 of 1
<u>Research and Professional Development Committee</u>		
Bill Plummer (Incumbent)*	AniSci	1 of 1
Wendy Warner	AgEd&C	1 of 1
<u>Sustainability Committee</u>		
Neal MacDougall	AgriBus	1 of 1

* Willing to chair if release time were available

COLLEGE OF ARCHITECTURE AND ENVIRONMENTAL DESIGN
Faculty Interest Questionnaires Received for
Academic Senate Committee Vacancies for 2007-2009

	<u>Department</u>	<u>Order of Preference</u>
<u>Budget and Long Range Planning Committee (2007-2008 term)</u> Margarita Hill	LandArch	1 of 1
<u>Curriculum Committee</u> No Vacancy		
<u>Distinguished Scholarship Award</u> Don Choi (Incumbent)*	Arch	1 of 1
<u>Distinguished Teaching Award</u> No Vacancy		
<u>Faculty Affairs Committee</u>		
<u>Fairness Board</u> No Vacancy		
<u>Grants Review Committee</u> Sandy Stannard (Incumbent)	Arch	1 of 1
<u>Instruction Committee</u> Gary Clay (Incumbent)	LandArch	1 of 1
<u>Library Committee</u> No Vacancy		
<u>Research and Professional Development Committee</u> No Vacancy		
<u>Sustainability Committee</u> Paul Wack (Incumbent)	C&RPlg	1 of 1

* Willing to chair if release time were available

ORFALEA COLLEGE OF BUSINESS
Faculty Interest Questionnaires Received for
Academic Senate Committee Vacancies for 2007-2009

	<u>Department</u>	<u>Order of Preference</u>
<u>Budget and Long Range Planning Committee</u>		
No Vacancy		
<u>Curriculum Committee</u>		
No Vacancy		
<u>Distinguished Scholarship Award</u>		
No Vacancy		
<u>Distinguished Teaching Award</u>		
Mike Geringer (Incumbent)*	Mgt	1 of 1
<u>Faculty Affairs Committee</u>		
No Vacancy		
<u>Fairness Board</u>		
<u>Grants Review Committee</u>		
No Vacancy		
<u>Instruction Committee</u>		
No Vacancy		
<u>Library Committee</u>		
Manocher Djassemi	IndTech	1 of 1
<u>Research and Professional Development Committee</u>		
Eric Fisher*	Econ	1 of 1
Norm Borin	Mktg	1 of 1
<u>Sustainability Committee</u>		
No Vacancy		

* Willing to chair if release time were available

COLLEGE OF EDUCATION
Faculty Interest Questionnaires Received for
Academic Senate Committee Vacancies for 2007-2009

	<u>Department</u>	<u>Order of Preference</u>
<u>Budget and Long Range Planning Committee</u>		
Shirley Magnusson (Incumbent)	GrdSt/Ed	I of I
<u>Curriculum Committee</u>		
Jodi Jaques (Incumbent)	GrdSt/Ed	I of I
<u>Distinguished Scholarship Award (2007-2008 term)</u>		
<u>Distinguished Teaching Award</u>		
No Vacancy		
<u>Faculty Affairs Committee</u>		
No Vacancy		
<u>Fairness Board (2007-2008 term)</u>		
<u>Grants Review Committee</u>		
No Vacancy		
<u>Instruction Committee</u>		
Roberta Herter	GrdSt/Ed	I of I
<u>Library Committee</u>		
Michael Ruef	GrdSt/Ed	I of I
<u>Research and Professional Development Committee</u>		
<u>Sustainability Committee</u>		
Lou Rosenberg	GrdSt/Ed	I of I

* Willing to chair if release time were available

COLLEGE OF ENGINEERING
Faculty Interest Questionnaires Received for
Academic Senate Committee Vacancies for 2007-2009

	<u>Department</u>	<u>Order of Preference</u>
<u>Budget and Long Range Planning Committee</u>		
<u>Curriculum Committee</u>		
Dan Waldorf (Incumbent)	IME	1 of 1
<u>Distinguished Scholarship Award</u>		
<u>Distinguished Teaching Award</u>		
No Vacancy		
<u>Faculty Affairs Committee</u>		
<u>Fairness Board</u>		
Faysal Kolkailah (Incumbent)	AeroEngr	I of 1
<u>Grants Review Committee</u>		
Trevor Harding	MatsEngr	20f2
Helen Yu	ElecEngr	20f2
<u>Instruction Committee</u>		
No Vacancy		
<u>Library Committee</u>		
No Vacancy		
<u>Research and Professional Development Committee</u>		
Trevor Harding	MatsEngr	10f2
Helen Yu	ElecEngr	10f2
<u>Sustainability Committee</u>		
No Vacancy		

* Willing to chair if release time were available

COLLEGE OF LIBERAL ARTS
Faculty Interest Questionnaires Received for
Academic Senate Committee Vacancies for 2007-2009

	<u>Department</u>	<u>Order of Preference</u>
<u>Budget and Long Range Planning Committee</u>		
No Vacancy		
<u>Curriculum Committee (2007-2008 term)</u>		
John Soares	Journalism	1 of 1
<u>Distinguished Scholarship Award</u>		
No Vacancy		
<u>Distinguished Teaching Award</u>		
Craig Russell	Music	1 of 1
<u>Faculty Affairs Committee</u>		
No Vacancy		
<u>Fairness Board</u>		
Penny Bennett	GrphCom	10f2
Greg Bohr (Incumbent)*	SocSci	1 of 1
Brian Kennelly	ModL&L	1 of 1
Charmaine Martinez	Art&Des	20f2
<u>Grants Review Committee</u>		
Penny Bennett	GrphComm	20f2
Dan Krieger (Incumbent)	History	1 of 1
Charmaine Martinez	Art&Des	10f2
John Oriji	History	1 of 1
<u>Instruction Committee</u>		
No Vacancy		
<u>Library Committee</u>		
No Vacancy		
<u>Research and Professional Development Committee</u>		
No Vacancy		
<u>Sustainability Committee</u>		
No Vacancy		

* Willing to chair if release time were available

COLLEGE OF SCIENCE AND MATHEMATICS
Faculty Interest Questionnaires Received for
Academic Senate Committee Vacancies for 2007-2009

	<u>Department</u>	<u>Order of Preference</u>
<u>Budget and Long Range Planning Committee</u> No Vacancy		
<u>Curriculum Committee</u> James Mueller (Incumbent)	Math	1 of 1
<u>Distinguished Scholarship Award</u> No Vacancy		
<u>Distinguished Teaching Award</u> No Vacancy		
<u>Faculty Affairs Committee</u> Jimmy Doi (Incumbent)	Stats	1 of 1
<u>Fairness Board</u> Jonathan Shapiro	Math	1 of 1
<u>Grants Review Committee</u> No Vacancy		
<u>Instruction Committee</u> Andrew Schaffner (Incumbent)*	Stats	1 of 1
<u>Library Committee</u> Ulric Lund	Stats	1 of 1
<u>Research and Professional Development Committee</u> Need replacement for Joanne Hunter (2007-2008)		
<u>Sustainability Committee</u> No Vacancy		

* Willing to chair if release time were available

PROFESSIONAL CONSULTATIVE SERVICES
Faculty Interest Questionnaires Received for
Academic Senate Committee Vacancies for 2007-2009

	<u>Department</u>	<u>Order of Preference</u>
<u>Budget and Long Range Planning Committee</u>		
<u>Curriculum Committee</u>		
<u>Distinguished Scholarship Award</u> Sharon Fujitani (Incumbent)	Library	1 of 1
<u>Faculty Affairs Committee</u> No Vacancy		
<u>Fairness Board</u> No Vacancy		
<u>Grants Review Committee</u> Navjit Brar (Incumbent)	Library	1 of 1
<u>Instruction Committee</u>		
<u>Library Committee</u> No Vacancy		
<u>Research and Professional Development Committee (2007-2008 term)</u>		
<u>Sustainability Committee</u>		

* Willing to chair if release time were available

**Faculty Interest Questionnaires Received for
UNIVERSITY-WIDE COMMITTEES
Vacancies for 2007-2008**

	<u>Department</u>	<u>Order of Preference</u>
<u>Academic Advising Council</u>		
(2 Representatives/1 Vacancy)		
Matt Carlton (Incumbent)	Stats	1 of 1
Peggy Rice	Ch&BC	1 of 1
<u>Accommodation Review Board</u>		
(2 Representatives/1 Vacancy)		
Eric Fisher	Econ	1 of 3
John Harris	NRM	1 of 1
Michael Ruef (Incumbent)	GrdSt/Ed	2 of 2
<u>ASI Board of Directors</u>		
(1 Representative/1 Vacancy)		
Jim LoCascio (Incumbent)	MechEngr	1 of 1
<u>Athletics Governing Board</u>		
(3 Representatives/1 Vacancy)		
Kurt Colvin (Incumbent)	IndEngr	1 of 1
Jim Sena	Mgt	1 of 2
Katie McCormick	Art&Des	rec'd after deadline
<u>Cal Poly Corporation Board of Directors</u>		
(2 Representatives/1 Vacancy - must be tenured)		
Jon Beckett (Incumbent)	AniSci	1 of 1
Jim Sena	Mgt	2 of 2
<u>Cal Poly Plan Steering Committee</u>		
(3 Representatives/2 Vacancies)		
Penny Bennett	GrphCom	3 of 3
Sharon Fujitani	Library	1 of 1
Gary Clay (Incumbent)	LandArch	1 of 1
Xiaomin Jin	ElecEngr	2 of 2
Faysal Kolkailah (Incumbent)	AeroEngr	1 of 2
<u>Campus Dining Advisory Committee</u>		
(1 Representative/1 Vacancy)		
Robert Delmore	AnSci	1 of 1
James Harris (Incumbent)	EE	1 of 1
Neal MacDougall	Agribus	1 of 2
Charmaine Martinez	Art&Des	1 of 2
<u>Campus Fee Advisory Committee</u>		
(1 Representative/1 Vacancy)		
Patricia Ponce	AcadProg	1 of 2

	<u>Department</u>	<u>Order of Preference</u>
<u>Campus Planning Advisory Committee</u>		
(2 Representatives/2 Vacancies)		
Penny Bennett	GrphCom	1 of 1
Mike Hall (Incumbent)	AniSci	1 of 1
Faysal Kolkailah	AeroEngr	1 of 2
Neal MacDougall	Agribus	2 of 2
Bryan Mealy	ElecEngr	1 of 1
Jonathan Reich (Incumbent)	Arch	1 of 1
<u>Campus Safety and Risk Management Committee</u>		
(2 Representatives/1 Vacancy)		
Eric Fisher	Econ	2 of 3
Bill Kellogg (Incumbent)	AgEd&C	1 of 1
Carolyn Stefanco	History	1 of 2
Kevin Taylor	Kines	1 of 1
<u>Deans Admissions Advisory Committee</u>		
(2 Representatives/2 Vacancies - I must be from Budget and Long Range Planning Committee)		
Dean Arakaki	ElecEngr	1 of 1
Kent Morrison (Incumbent)	Math	1 of 1
<u>Health Services Oversight Committee</u>		
(1 Representative/1 Vacancy – also serves on the Student Health Advisory Committee)		
<u>International Education and Programs Council (IEP)</u>		
(1 Representative/1 Vacancy)		
Mike Geringer	Mgt	1 of 1
Brian Kennelly	ModL&L	1 of 2
William Martinez (Incumbent)	ModL&L	1 of 2
Barbara Mori	SocSci	1 of 1
James Mwangi	ArchEngr	1 of 2
Stacey Rucas	SocSci	1 of 2
Carolyn Stefanco	History	1 of 2
<u>Information Resource Management Policy and Planning Committee</u>		
(1 Representative/1 Vacancy)		
Eric Fisher	Econ	3 of 3
<u>Institutional Animal Care and Use Committee</u>		
(1 Representative/1 Vacancy)		
Barbara Cook (Incumbent)	SoilSci	1 of 1
Richard Gearhart	AgEd&C	1 of 1
<u>Student Health Advisory Committee</u>		
(1 Representative/1 Vacancy - also serves on the Health Services Oversight Committee)		

	<u>Department</u>	<u>Order of Preference</u>
<u>Student with Disabilities Advisory Committee</u>		
(4 Representatives/2 Vacancies)		
Michael Ruef (Incumbent)	GrdStiEd	1 of 2
Douglas Swanson	Jour	1 of 1
<u>Substance Use and Abuse Advisory Committee</u>		
(1 Representative/1 Vacancy)		
Mary Peracca	CounServ	1 of 1
<u>University Diversity Enhancement Council</u>		
(2 Representatives/1 Vacancy)		
Penny Bennett	GrphCom	20f3
Xiaomin Jin	ElecEngr	1 of 2
Brian Kennelly	ModL&L	20f2
Al Liddicoat	ElecEngr	1 of 1
Charmaine Martinez	Art&Des	20f2
William Martinez	ModL&L	20f2
James Mwangi	ArchEngr	20f2
John Orijj	History	1 of 1
Patricia Ponce	AcadProg	20f2
Stacey Rucas	SocSci	1 of 2
<u>University Union Advisory Board</u>		
(1 Representative/1 Vacancy)		

RECEIVED

Cal Poly Corporation (CPC) (Known as the California Polytechnic State
University Foundation Prior to February 1, 2006)
Board of Directors

ACADEMIC SENATE

Expression of Intent and Willingness to Serve

Name: Jonathon L. Beckett

Phone: 756-7011

Department: Animal Science

College: Agriculture

- A. Statement indicating consistent history of active involvement with an interest in University affairs. (Use additional sheet, if needed.)

I am currently in my 9th year of teaching at Cal Poly. I have been serving on the Cal Poly Corporation Board of Directors for the past 3 years, and have enjoyed participating in the decisions that influence the role the Corporation has with the University.

As a member of the faculty in the College of Agriculture, I am acutely aware of the importance of the Cal Poly Foundation's involvement and support of our activities. Virtually all phases of our operations - teaching, research, production, etc. - are reliant on the support and financial activities of the Corporation. Therefore, financial health and solvency, policies and understanding of our operations by the Corporation is critical. (see attachment)

- B. Statement of demonstrated ability to work productively as a member of a governing body. (Use additional sheet, if needed.)

Serving on the Board is a responsibility I would take very seriously. I have devoted a similar level of dedication to my role in the Academic Senate.

I have served on the Institutional Animal Care and Use Committee for the past 8 years (3 years as chair). This group governs the use of animals in research at Cal Poly. My role in the committee has grown and in this past year, I have assumed the chairmanship of the committee. I have also served on the Academic Senate for 4 years. (see attachment)

- C. Statement indicating why membership on the Board is of interest (Use additional sheet, if needed.)

As a member of the faculty in the College of Agriculture, I am acutely aware of the importance of the Cal Poly Corporation's involvement and support of our activities. Virtually all phases of our operations - teaching, research, production, etc. - are reliant on the support and financial activities of the Corporation. Therefore, financial health and solvency, policies and understanding of our operations by the Foundation is critical.

As teachers, we rely on the Corporation to support our enterprise projects; one of the mainstays of the "learn-by-doing" pedagogical philosophy long-embodied by Cal Poly. The Corporation is also important by making textbook and learning supplies available to students. Moving the sales into the internet age is critical to maintain an adequate volume of business to keep prices competitive with outside firms. The Corporation's role in housing is another important aspect of support for students. (see attachment)

I AM WILLING TO ACTIVELY SERVE AS A CORPORATION BOARD MEMBER FOR THE TERM OF OFFICE (three years, unless selected to a vacant unexpired term).

Signature: 

Date: 4/5/07

I UNDERSTAND THE REQUIREMENTS, OBLIGATIONS, AND RESPONSIBILITIES OF DIRECTORS. (please see Role of Board Member, attached.)

Signature: John Beckert

(j:/admstore/board/misC/interest.doc)

Date: 4/5/07
Cal Poly Foundation Bldg. 15
San Luis Obispo, CA 93407

**FOUNDATION BOARD OF DIRECTORS
EXPRESSION OF INTENT AND WILLINGNESS TO SERVE**

JONATHON L. BECKETT

A. (continued)

Through active involvement at all levels, I feel knowledgeable about the University, the Corporation and the relationship we should maintain with our students and the residents of California.

B. (continued)

Finally, I have served on several committees in the Department, College and University. These committees have varied in roles and responsibilities. However, I have assumed each with a high degree of responsibility.

C. (continued)

As a researcher, we utilize the Grant Development and Sponsored Programs offices. Their expertise is critical in soliciting outside funds, preparing grants, and providing financial accounting. The University needs to enhance the research fundraising activities, and the Cal Poly Corporation is a mainstay of that effort.

Recent economic fluctuations have severely impacted the way we, as faculty, do business. These economic impacts are evident through the State and the Corporation. Workers compensation, decreasing fund values, increased insurance costs and higher administrative expenses are all driving the need for greater revenue streams and creative approaches to the challenges. I would like to be a member of the team influencing these changes.

**Cal Poly Corporation (CPC) (Known as the California Polytechnic State
University Foundation Prior to February 1, 2006)
Board of Directors**

Expression of Intent and Willingness to Serve

Name: James S e n a .Phone: 7 5 6 - 5 3 1 8 _____
Department: Management College: Business _____

- A. Statement indicating consistent history of active involvement with an interest in University affairs. (Use additional sheet, if needed.)

- see attached -

- B. Statement of demonstrated ability to work productively as a member of a governing body. (Use additional sheet, if needed.)

- see attached -

- C. Statement indicating why membership on the Board is of interest. (Use additional sheet, if needed.)

- see attached -

I AM WILLING TO ACTIVELY SERVE AS A CPC BOARD MEMBER FOR THE TERM OF OFFICE (three years, unless selected to a vacant unexpired term).

Signature: James Sena Date: 02 Mar 07

I UNDERSTAND THE REQUIREMENTS, OBLIGATIONS, AND RESPONSIBILITIES OF DIRECTORS. (Please see Role of Board Member, attached.)

Signature: James Sena Date: 02 Mar 07

A. Involvement with an Interest in University Affairs

I have been a professor in the College of Business at Cal Poly for twenty years. During that time I have served on numerous university level committees including Long Range Planning, Curriculum, IACC, AACC, IRMPPC, and Fairness Board. I have also participated on several Dean Search committees, and ITS senior level recruitments.

I have been instrumental in bringing numerous grants including the Cisco and Sun labs. I have worked for CDMJCADRC on multiple projects, with Jerry Hanley on the DOD Network project and have participated and supervised three years of Northrop projects with faculty in the IT dept. Most of these activities allowed me to work directly with the Foundation (now the CPC).

B. Working Productively as a member of a Governing group

I served as the Department Head of Management for seven years and as the Department Head of Industrial Technology for three years (two of which were simultaneous with my service as Management Dept Head). In those capacities I worked closely with the other Department Heads/Chairs as well as the Associate Deans and Deans in the governance and direction of the faculty and college.

I created and staffed the Management Information Systems Area within the Management Dept - hiring six faculty and building the complete program. I stepped in as Head of Industrial Technology at a point where the department was in a state of flux - complete turnaround of faculty and the program. I hired six new faculty members and re-organized the program to better fit with the rest of the college of business. Overall I have served as a change agent and trouble shooter stepping into difficulty situations such as taking over the troubled Executive MBA and addressed changes / reorganization of departments within the college.

C. Interest in Board Membership

This is a difficult question. My response is why not - I am now just "a Professor" in the college - no longer involved in college administration. I feel though that I want to make other significant contributions to service. I have worked "about the perimeter" of the "Foundation" and think I have a pretty good understanding of how it works --- meaning that I can make a contribution given my understanding of university administration, contract research and university life at large.