

**AGENDA:**

Tuesday, February 25, 2014, 3:00-5:00 pm, Goodwin Forum (NHE 102)

1. Announcement of Proxies
2. Approval of and Adoption of Agenda
3. Approval of Minutes from the Meeting of [February 11, 2014](#)
4. Reports, Announcements, and Communications of the Chair (see written reports)
5. Reports of Standing Committees, Statewide Senators, and Ex-officio Members ([Written reports](#))
6. Consent Calendar from the Integrated Curriculum Committee (ICC) – [February 25, 2014](#)
7. TIME CERTAIN: 3:15-3:30 PM – Open Forum for the Campus Community ([Open Forum Procedures](#))
8. Resolution on Special Cases of Administrative-Academic Probation and Disqualification (#12-13/14-APC) – [Second Reading](#)
[Attachment #1](#): Proposed revision of catalog language
[Attachment #2](#): EO No. 1038 – Minimum Requirements for Probation and Disqualification
[Attachment #3](#): Current HSU Catalog language
9. Resolution on Course Substitutions to Create Articulation Agreements (#32-13/14-APC) – [First Reading](#)
10. Resolution on Counting More Than One CWT Course Toward Upper Division GE Requirements (#33-13/14-APC) – [First Reading](#)
11. TIME CERTAIN: 4:30 PM – Information Item: Restructuring the University's Foundations and Auxiliary Organizations
[Campus Announcement on Portal](#)
[Foundation Task Force Recommendation](#)

SUMMARY OF ACTIONS TAKEN AT THE MEETING ON FEBRUARY 11, 2014

- Resolution on Forwarding the Proposed Revision of the *Constitution* of the University Senate of Humboldt State University (#21-13/14-CBC) – Second Reading – Passed Unanimously
- Resolution to Amend the *Constitution* of the University Senate of HSU to Authorize Recall of Elected Senators (#22-13/14-CBC) – Second Reading – Passed Unanimously
- Resolution to Establish Recall Procedures in the *Bylaws of the University Senate* (#23-13/14-CBC) – Second Reading – Passed Unanimously
- Resolution to Amend the *Constitution* of the University Senate of HSU to Authorize Censure of Senators (#24-13/14-CBC) – Second Reading – Passed Unanimously
- Resolution to Establish Procedures in the University Senate *Bylaws* for Censure (#25-13/14-CBC) – Second Reading – Passed Unanimously
- Resolution to Establish Procedures in the University Senate *Bylaws* for Removal from Elected Positions in the Senate (#30-13/14-CBC) – Second Reading – Passed Unanimously
- Resolution to Establish Procedures in the University Senate *Bylaws* for Expulsion (#31-13/14-CBC) – Second Reading – Withdrawn.

Chair Zerbe called the meeting to order at 3:00 pm on Tuesday, February 11, 2014, in Nelson Hall East, Room 102 (Goodwin Forum). A quorum was present.

Members present: Abell, Braithwaite, Bruce, Cervantes, Creadon, Dye, Ercole, Eschker, Geck, Gold, Karl, Lopes, Meyer, Mola, Moyer, Ortega, Pierce, Richmond, Shaeffer, Snyder, Stubblefield, Thobaben, Tillinghast, Virnoche, Wrenn, Zerbe.

Members absent: Blake, Shellhase.

Guests: Burges, Paynton, Zechman.

1. Announcement of Proxies

Moyer for Alderson, Thobaben for Fulgham.

2. Approval of and Adoption of Agenda

M/S/U (Ortega/Bruce) to approve and adopt the agenda as written.

3. Approval of Minutes from the [January 28](#) & [February 4](#), 2014 Meetings

M/S/U (Creadon/Dye) to approve the minutes from the January 28, 2014 as written.

M/S/P (Bruce/Ortega) to approve the minutes from the February 4, 2014 as written, with two Abstentions.

4. Reports, Announcements, and Communications of the Chair (see written reports)

Chair Zerbe provided a written report.

5. Reports of Standing Committees, Statewide Senators, and Ex-officio Members (Written reports)

Academic Policies Committee (APC) (Mola): The Committee is looking at fee schedules for students who are fully off campus. The campus has no control over the fees for state supported instruction – the fee schedule is dictated by the Chancellor's Office. Extended Education charges a fee by unit; there are no additional fees. The Committee discussed, with the Registrar, the possibility of creating a policy for students who want to change majors and

move into an impacted program. The Committee decided to let current impactation issues shake out first before attempting to draft a policy.

Q: What is the timeline for impacted programs? A: The campus receives authorization to impact a major and then is allowed year by year to determine the criteria for the number of students that can be let into the program. There is flexibility from year to year.

Appointments and Elections Committee (AEC) (Moyer): Candidates are still needed for the University Faculty Personnel Committee. Following the runoff for the current General Faculty Election, the results will be announced.

Faculty Affairs Committee (FAC) (Virnoche): The group working on revising the current standardized core evaluation form expects to have a report to the FAC by the end of the month and a revised form for the Senate to consider in April.

The Committee is close to making a decision on a system for the electronic RTP process. It has completed a series of interviews with faculty regarding FolioWeb and has had discussions with local IT staff regarding Nolij. Work with new faculty on the process of preparing electronic files will begin soon.

The Committee on Faculty RTP Criteria and Standards has begun reviewing new standards and previously approved standards that are due for a five-year review. The FAC will be considering a proposal for faculty development at its next meeting.

Integrated Curriculum Committee (ICC) (Moyer): Senators were encouraged to read the proposal regarding GEAR courses that is included in the Senate packet. The proposal allows departments to propose innovative types of GE pedagogies while the process of GE reform is underway. It would be a good time to explore possibilities for meta-disciplinary approaches to GE. Departments will be asked to share what is learned from each pilot.

University Resource and Planning Committee (URPC) (Eschker): The Committee heard presentations from each of the three vice presidents at its last meeting. It will rank and prioritize the budget augmentation requests. There was a total of over \$2 million dollars requested for budget augmentation.

Associated Students (AS) (Ercole): AS passed a resolution to have students' birthdates printed on Student ID Cards. This will provide undocumented students with a legal form of ID. AS is asking the Library to consider extending its hours on Fridays and Saturdays to accommodate students who work. A lot of work is going into the preparation for a new election system which will allow ranked choice voting. Work on the AS budgets has begun. Special pins have been created for the Centennial graduation class.

HSU Labor Council (Tillinghast): The Council met with President Richmond and thanked him for facilitating the transfer of staff from probationary to permanent appointments. They also

discussed with him the serious need for staff raises and talked about the process. The Council shared a document from Chico – a professional code of conduct for employees – with the President and asked that he consider initiating something similar for HSU.

California Faculty Association (CFA) (Shaeffer): The local chapter met with President Richmond to discuss equity three raises. They were declined because of budget issues.

Academic Affairs (Provost Snyder): A working group has been put together to look broadly at advising on campus. The Provost is putting together another working group to look at ‘right-sizing’ programs to help the campus become more intentional in its approach to growing the university. Issues to be considered will include: what is the optimal size for costly programs, how to optimize capacity, how to address cost issues, etc. The working group will be comprised of the college deans, someone from Institutional Research, and faculty members. The group will complete its task by the end of the semester. If the Senate is interested in a presentation from either working group, let the Provost know.

After further consideration of the unit cap, it has been decided that the campus will return to the old process. Most petitions are being signed and there are enough controls in place to help manage unnecessary units with the unit cap.

President’s Office (President Richmond): The President attended Super Sunday at an African American church in San Mateo. There were a number of CSU alums in the congregation. The work of HSU in the community was recognized by both the Eureka and the Arcata Chambers of Commerce at their recent meetings.

6. TIME CERTAIN: 3:15-3:30 PM – Open Forum for the Campus Community

There were no speakers for the Open Forum.

7. TIME CERTAIN: 3:30 PM – Report on the University Budget (Joyce Lopes, Vice President for Administrative Affairs)

Vice President Lopes shared a PowerPoint presentation, highlighting general budget information, noting Federal and State budget trends, and the Governor’s 2014/15 budget proposal.

The University’s headcount and FTES are all trending upwards. This year’s budget is slightly lower than projected, but still higher than last year. It is anticipated that revenue will be \$400-500,000 less than projected. The campus has done well in terms of its targets and considering its budget of \$120 million dollars. The largest portion (82%) of the budget is salaries and benefits. Salaries are going up slightly and benefit costs are increasing at a greater rate.

Financial aid costs are slightly less, even though the overall funding for students has gone up. The latter is due to the fact that HSU students are receiving more funding from state and

federal resources.

The URPC is looking at budgets over multiple years for planning. The budget for 2014/15 is expected to be a balanced budget. The Committee has agreed to look at a tuition model of funding which would roll back money to the Divisions. It is also considering a reserve policy proposing a reserve between 4-5%.

The URPC introduced a resource request process for 2014/15 which aligns allocations with priorities and is more transparent. It uses the PREP process. Requests include measurable outcomes and there will be follow-up review.

An interactive scenario planning tool has been developed; VP Lopes showed an example of how the tool works. Different figures can be plugged in and it will show how one-time and base requests can impact future years.

The Governor is proposing that the base facilities debt be rolled into the operating budget. This is encouraging, but it will take a while to implement. HSU would receive \$7-10 million dollars. The money would be used for improving existing structures only; not for new facilities. The campus has requested funding for seismic retrofit projects for the Library and for Van Duzer and it appears there is a good possibility of receiving it.

The Facilities Working Group has developed a process to collect and review campus projects. Thirty-three projects were received, totaling \$3.7 million dollars in requests. The projects have been ranked. The Group forwarded a proposal with ca. twenty projects to the URPC, requesting funds to implement the proposal as a whole. If the proposal cannot be funded as a whole, the Group requested to know how much money would be available so it can determine which projects to do, since some of the projects are interdependent.

The URPC will forward its budget recommendation for 2014/15 to the President in March. The President will review and approve or request changes in April. The campus will be notified as soon as possible, sometime before May.

8. Series of Proposed Revisions to the HSU University Senate Constitution and Bylaws

a. Resolution on Forwarding the Proposed Revision of the *Constitution* of the University Senate of Humboldt State University (#21-13/14-CBC) – [Second Reading](#)

Resolution on Forwarding the Proposed Revision of the *Constitution* of the *University Senate of HSU*
21-13/14-CBC – February 11, 2014 – Second Reading

RESOLVED: That the University Senate of Humboldt State University recommend that the attached revision of the *Constitution* of the University Senate of Humboldt State University be forwarded to the electorate defined in Senate Resolution #20-13/14-AEC for ratification in Spring 2014.

RATIONALE: The Constitution as originally adopted in Spring 2012 sufficiently laid the groundwork for the organization and charge of the Senate. This change is the second step (the first was approval of the Bylaws changes in March 2013) to eliminate redundancies between the University Senate Bylaws and Rules of Procedure and to make the Constitution a clearer and more readable document. The Constitution and Bylaws Committee offered suggested changes to the campus community in Spring 2013 and, after additional changes again in Fall 2013 for feedback. After many committee discussions, the proposed text is expected not to alter the content of the document, but to provide a clearer foundation for future changes, through improving its organization; reducing internal redundancies, conflicts, superfluous text, and vagueness; and eliminating redundancies and conflicts with the Bylaws.

Second Reading:

There were no changes made from the First Reading. There was no discussion. Voting occurred and Resolution #21-13/14-CBC Passed Unanimously.

b. Resolution to Amend the *Constitution* of the University Senate of HSU to Authorize Recall of Elected Senators (#22-13/14-CBC) –[Second Reading](#)

Resolution to Amend the *Constitution* of the University Senate of HSU to Authorize Recall of Elected Senators

22-13/14-CBC – February 11, 2014 – Second Reading

RESOLVED: That the University Senate of Humboldt State University recommend that the attached proposed amendment to the *Constitution* of the University Senate of HSU be forwarded to the electorate defined in Senate Resolution #20-13/14-AEC for ratification in Spring 2014.

RATIONALE: Senator recall is a common provision in many CSU Senates, as well as Senates outside the CSU. The power for recall is left to the constituency; this amendment to the Constitution establishes this power and, where no procedures exist, delegates procedures to the Bylaws.

Proposed Amendment (change indicated by underline):

Current *Constitution*:

4.0 Membership and Electorate

4.2 Elected Members

4.3 Recall of Senators – Any elected member of the University Senate may be recalled by procedures established by the governing documents of the electorate or, if no procedures exist, by those specified in the *Bylaws*.

Note: If the Proposed Revision (10/30/13) of the Constitution is ratified, this language will appear as 4.7, under 4.0 Membership.

Second Reading:

There were no changes made to the First Reading. There was no discussion. Voting occurred and Resolution #22-13/14-CBC PASSED Unanimously.

c. Resolution to Establish Recall Procedures in the *Bylaws of the University Senate* (#23-13/14-CBC) – [Second Reading](#)

Resolution to Establish Recall Procedures in the *Bylaws of the University Senate*
23-13/14-CBC – February 11, 2014 – Second Reading

RESOLVED: That the University Senate of Humboldt State University (Senate) approves the following amendment to the *University Senate of Humboldt State University Bylaws and Rules of Procedure* (changes indicated by underline):

12.3 Nomination, Recall, and Election Procedures:

12.33 If no procedures for recall exist in a constituent body's governing documents, a recall election is initiated by a petition of one-fourth of the electorate. A majority vote of those voting in the Senator's electorate recalls that Senator.

;and be it further

RESOLVED: That this amendment is provisional on the passage of the amendment to the *Constitution* on senator recall as presented in Senate Resolution #22-13/14-CBC; and be it further

RESOLVED: That the University Senate encourage all constituent bodies (Staff Council, Colleges, Associated Students, and the General Faculty) to review their governing documents to include language for recall of elected senators.

RATIONALE: This change creates procedures for recalling a Senator, a power that belongs to the Senator's constituency. Where no recall procedures exist, this establishes recall procedures.

Second Reading:

No changes were made to the First Reading. There was no discussion. Voting occurred and Resolution #23-13/14-CBC PASSED Unanimously.

d. Resolution to Amend the *Constitution* of the University Senate of HSU to Authorize Censure of Senators (#24-13/14-CBC) – [Second Reading](#)

Resolution to Amend *Constitution* of the University Senate of HSU to Authorize Censure of Senators
#24-13/14-CBC – February 11, 2014 – Second Reading

RESOLVED: That the University Senate of Humboldt State University recommend that the attached proposed amendment to the *Constitution* of the University Senate of HSU be forwarded to the electorate defined in Senate Resolution #20-13/14-AEC for ratification in Spring 2014.

RATIONALE: The Senate needs procedures to reprimand members for unprofessional behavior. This amendment would grant the Senate authority to intervene with established procedures in the Bylaws.

Proposed Amendment (change indicated by underline):

Current *Constitution*:

2.0 Duties

2.6 The Senate shall hold the authority for censure of its members. The Senate shall follow procedures specified in the *Bylaws*.

Note: if the Proposed Revision (10/30/13) of the *Constitution* is ratified, this language will appear as section 2.7.

Second Reading:

Based upon discussion at the last Senate meeting and further reading of Sturgis' *Standard Code of Parliamentary Procedure*, changes made to the resolution included removing impeachment and expulsion from the process for reprimand.

A body has the inherent right to remove its officers, so there is no need to authorize this process in the Constitution. Since censure and expulsion are different processes, the latter was split off and put in a separate resolution (#31-13/14-CBC).

It was clarified that recall is removal of an elected delegate to the Senate by the body that elected the delegate. Removal of an individual elected by the Senate (one of its officers, chairs, etc.) would follow a different process. The two would overlap if an electorate recalled an individual serving on the Senate who was also elected by the Senate to serve as an officer or chair.

Voting on Resolution #24-13/14-CBC occurred and Passed Unanimously.

e. Resolution to Establish Procedures in the University Senate *Bylaws* for Censure (#25-13/14-CBC) – [Second Reading](#)

Resolution to Establish Procedures in the University Senate *Bylaws* for Censure
#25-13/14-CBC – February 11, 2014 – Second Reading

RESOLVED: That the University Senate of Humboldt State University approve the amendment to the *University Senate of Humboldt State University Bylaws and Rules of Procedure* as attached.

RATIONALE: According to Sturgis, the Senate has the ability to censure its members based on criteria she [Sturgis] lists. The attached procedures set a two-step process where the Senator is made aware of the issues and invited to attend proceedings, as well as set a two-thirds vote for passage.

Amendment on Censure:

12.6 Censure of Senators. Any accusations for censure proceedings shall be initiated in the Senate Executive Committee; the Senate Chair, or Vice Chair if the Chair is part of the proceedings, will notify parties about the accusations prior to any and all formal meetings. The Senate may censure a Senator by a two-thirds vote of those voting, provided the resolution for censure has been presented at the previous regular meeting. Consequences of censure must be summarized in a resolution presented by the Senate Executive Committee and should only be used for issues of misconduct.

Second Reading:

All language referring to impeachment has been removed (per the previous resolution). The procedure still ensures due process for any individual involved, to be initiated by the Senate Executive Committee.

M/S/U (Tillinghast/Thobaben) to amend the resolution by adding a second resolved clause stating that the proposed Bylaws amendment is provisional on the passage of the amendment to the Constitution to authorize Censure as presented in Senate Resolution #24-13/14-CBC.

Voting on Resolution #25-13/14-CBC occurred and Passed unanimously. The amended resolution reads:

Resolution to Establish Procedures in the University Senate *Bylaws* for Censure
#25-13/14-CBC – February 11, 2014 – Second Reading

RESOLVED: That the University Senate of Humboldt State University approve the amendment to the *University Senate of Humboldt State University Bylaws and Rules of Procedure* as attached; and be it further

RESOLVED: That this amendment is provisional on the passage of the amendment to the *Constitution* on authorizing censure as presented in Senate Resolution #24-13/14-CBC.

RATIONALE: According to Sturgis, the Senate has the ability to censure its members based on criteria she [Sturgis] lists. The attached procedures set a two-step process where the Senator is made aware of the issues and invited to attend proceedings, as well as set a two-thirds vote for passage.

f. Resolution to Establish Procedures in the University Senate *Bylaws* for Removal from Elected Positions in the Senate (#30-13/14-CBC) – [Second Reading](#)

Resolution to Establish Procedures in the University Senate *Bylaws* for Removal from Elected Positions in the Senate
#30-13/14-CBC – February 11, 2014 – Second Reading

RESOLVED: That the University Senate of Humboldt State University approve the amendment to the *University Senate of Humboldt State University Bylaws and Rules of Procedure* as attached.

RATIONALE: According to Sturgis and based on criteria listed in Sturgis, the Senate should have the ability to remove Senate-elected officers. The attached procedures set a two-step process where the Senator is made aware of the issues and invited to attend, as well as sets a two-thirds vote for passage.

Amendment on Removal from Elected Positions in the Senate:

12.52 Removal from Elected Positions in the Senate – Any accusations for proceedings that would result in removal from an elected position in the Senate shall be initiated in the Senate Executive Committee; the Senate Chair, or Vice Chair if the Chair stands accused or initiated the accusation, will notify parties about the accusations prior to any and all formal meetings. A resolution to remove a

senator from an elected Senate position must pass by a two-thirds vote of the other members of the Executive Committee before being presented to the full Senate. The resolution must then pass the Senate by two-thirds of those voting after having presented the resolution at the previous meeting.

Second Reading:

The language for removal of elected positions was previously included in Resolutions #24 and #25 and is now presented separately. It conveys what was intended by the term impeachment.

Discussion:

Q: How does this apply to the Senate chair? A: It would not apply, as the Senate Chair is elected by the General Faculty, not the Senate.

M/S/U (Abell/Tillinghast) to amend the language of the proposed Bylaws amendment as follows:

12.52 Removal from Elected Positions in the Senate – Any accusations for proceedings that would result in removal from an elected position in the Senate shall be initiated in the Senate Executive Committee; the Senate Chair, or Vice Chair if the Chair ~~stands accused or initiated the accusation~~ is part of the proceedings, will notify parties about the accusations prior to any and all formal meetings. A resolution to remove a senator from an elected Senate position must pass by a two-thirds vote of the other members of the Executive Committee before being presented to the full Senate. The resolution must then pass the Senate by two-thirds of those voting after having presented the resolution at the previous meeting.

Voting on Resolution #30-13/14-CBC occurred and Passed Unanimously.

g. Resolution to Establish Procedures in the University Senate *Bylaws* for Expulsion (#31-13/14-CBC) – [Second Reading](#)

The language for expulsion was originally included in Resolutions #24 and #25. According to Sturgis, a body does not have the authority to expel members it has not elected or who are elected by another constituency. There was no objection to withdrawing the resolution.

M/S/P (Ortega/Eschker) to adjourn. Meeting adjourned at 4:11 pm.

Academic Policies Committee (APC) Written Report For February 25 Senate Meeting (Mola):

Members: Andrew Stubblefield, Benjamin Marschke, Clint Rebik, Jena' Burges, Mark Teeter (student), Monty Mola, Su Karl

APC continues discussion on two items of old business:

- Co-listing of graduate and undergraduate courses - This discussion will continue at the ICC, amongst chairs of all three colleges and at the grad council before being brought to the Senate.
- Cross listing of courses - A draft policy is being discussed by APC.

A new item was discussed this week: A draft resolution on Presidential Serve-Learning Leader Designation on Transcripts brought forth by faculty member in the Department of World Languages & Cultures.

Constitution & Bylaws Committee: Report for February 25, 2014, Senate Meeting /

Prepared by Richard Bruce, Chair, Constitution & Bylaws

Committee Membership: Richard Bruce (chair), Jeff Abell, Ken Fulgham, Denise Ruiz, Jeremy Shellhase, Steve Tillinghast

The CBC meets Thursdays at 4pm in NHE 115.

February 13

Bruce (chair), Abell, Ruiz, Tillinghast, Phillips (guest)

- Continued to review relationship between GF President and Senate Chair and discussed ideas to separate them, beginning with the GF *Constitution* text. Current discussions have the GF president elected by all faculty/lecturers as a representative, as well as a vice president and secretary/treasurer. Draft text prohibits the GF president (as an *ex officio* Senator) from holding some positions in the Senate, namely vice chair and third officer of the Senate, to prevent that person from potentially assuming dual roles of GF president and Senate Chair.
- Reviewed some text for consistency/ease-of-reading.

February 20

Bruce (chair), Fulgham, Ruiz, Shellhase, Tillinghast

- Continued to review relationship between GF President and Senate Chair and discussed ideas to separate them, continuing with the GF *Constitution* text. Discussed timeline and bringing to Senate as a discussion item.

February 27

Agenda items:

- Continue to review relationship between GF chair and Senate Chair and discuss ideas to separate them, as well as edit text in Senate *Constitution* and *Bylaws*.

ICC Consent Calendar for February 25, 2014 (Note: See the Senate Standing Rules (posted online with Senate packet materials) for the process of approving ICC items on the Senate Consent Calendar)

Please review the proposal information below prior to the Senate meeting. If you have questions, please go to the Nolij site for additional information on the proposals.

To Access the Nolij site, go to: <https://nolij.humboldt.edu> and login through 'MyHumboldt'. Click on "University Senate" (folder) for all items for Senate review. Firefox is recommended to access Nolij.

[Instructions for Accessing Nolij](#) – Further step-by-step instructions.

If, after reviewing the proposal information on Nolij, you have further questions about items, contact Cindy Moyer, ICC Chair.

13-398 – 13-402

HSU Program Change for Biology, Botany, and Zoology

Several parallel proposals are described that seek to make an existing course (BIOL 433 - Microbial Ecology) an additional option to meet upper-division requirements within the majors of Botany (13-402), Zoology (13-398), and in the emphases of Science Education (13-399), General Biology (13-400), and Environmental Biology (13-401) within the Biology Major. Adding BIOL 433 to these major programs serves as an optional replacement to the required BIOL 412 (General Bacteriology) course to alleviate the "bottleneck" that occurs and facilitate flexibility in the shared curricula of these major programs. The Biology department estimates offering two sections of BIOL 433 every fall will alleviate the demand for the 3 sections of BIOL 412 that are offered every fall and spring, which often force WTU overloads in the biology faculty. SLOs are given that demonstrate adequate shared overlap in these two courses (for the emphases and major programs that are affected) and this will not change the total number of units in any of these major programs.

13-407

Forestry - Fire Ecology Minor program change - revise course numbers and number of units - these changes are all related to the Forestry major changes

13-408

Forestry Minor - Program change - the changes simply reflect the re-numbering of courses that was part of the complete Forestry program change

13-416

ENGR 331: Thermodynamics & Energy Systems I - change Chemistry pre-req for CHEM 109 to CHEM 110. With the revision of the Chemistry curriculum, the needed pre-requisite content is now in CHEM 110.

HUMBOLDT STATE UNIVERSITY
University Senate

Resolution on Special Cases of Administrative-Academic Probation and Disqualification

12-13/14-APC – February 25, 2014 – Second Reading

Resolved: That the University Senate of Humboldt State University recommends to the President that the attached document regarding Administrative-Academic Probation and Disqualification be approved by the Senate for inclusion in the 2014-2015 HSU catalog.

Rationale: On September 15, 2008 CSU Chancellor Charles read issued, “Executive Order No. 1038 relating to minimum requirements for probation and disqualification”(see attached). As noted in the document, “In accordance with policy of the California State University, the campus president has the responsibility for implementing executive orders...” In accordance with the order, the language of EO 1038 has been incorporated into the proposed catalog language regarding administrative-academic probation and disqualification. Since policies in the HSU catalog already exist for academic probation and disqualification, these sections in EO 1038 are not addressed. Please note that in the proposed policy document, language adding additional student safeguards has been added. This language requires that decisions regarding administrative-academic probation and disqualification must be made in consultation with other relevant parties. Also as directed by EO 1038, appeal processes for any student subject to this policy, has also been developed.

University Senate:
President Richmond:

ADMINISTRATIVE-ACADEMIC PROBATION

A student may be placed on administrative-academic probation by the Office of the Registrar for any of the following reasons:

1. Withdrawal from all or a substantial portion of a program of studies in two successive terms or in any three terms. (Note: A student whose withdrawal is directly associated with a chronic or recurring medical condition or its treatment is not to be subject to Administrative-Academic probation for such withdrawal.)
2. Repeated failure to progress toward the stated degree objective or other program objective, including that resulting from assignment of 15 units of NC (No Credit), when such failure appears to be due to circumstances within the control of the student.
3. Failure to comply, after due notice, with an academic requirement or regulation, as defined by campus policy which is routine for all students or a defined group of students (examples: failure to complete a required CSU or campus examination, failure to complete a required practicum, failure to comply with professional standards appropriate to the field of study, failure to complete a specified number of units as a condition for receiving student financial aid or making satisfactory progress in the academic program).

~~When such action is taken, the student shall be notified in writing and shall be provided with the conditions for removal from probation and the circumstances that would lead to disqualification, should probation not be removed.~~

ADMINISTRATIVE-ACADEMIC DISQUALIFICATION

A student who has been placed on administrative-academic probation may be disqualified if any of the following occur:

1. The conditions for removal of administrative-academic probation are not met within the period specified.
2. The student becomes subject to academic probation while on administrative-academic probation.
3. The student becomes subject to administrative-academic probation for the same or similar reason that the student has previously been placed on administrative-academic probation, although the student is not currently in such status.

When such action is taken, the student shall receive written notification including an explanation of the basis for the action in a timely manner.

SPECIAL CASES OF ADMINISTRATIVE-ACADEMIC DISQUALIFICATION

In addition, an appropriate campus administrator, in consultation with the ~~Office of the Registrar,~~ academic department, Dean of the College, Students, and/or other appropriate parties, may disqualify a student who at any time during enrollment in a program leading to professional licensure or credential, has demonstrated behavior so contrary to the established standards and criteria of the profession for which the student is preparing as to render the student unfit for the profession. In such cases, disqualification will occur immediately upon notice to the student, which shall include an explanation of the basis for the action, and the campus may require the student to discontinue enrollment as of the date of the notification.

CONSEQUENCES OF DISQUALIFICATION

Students who have been disqualified, either academically or administratively may not enroll in any regular campus session (e.g., open university), and may be denied admission to other educational programs operated or sponsored by the University.

REINSTATEMENT

Students who have been disqualified under this policy, may petition for reinstatement. Reinstatement will be approved only if compelling evidence is provided, indicating their ability to complete ~~the~~ degree program. ~~In consultation with the appropriate parties (e.g., the student's department, Dean of Students, Office of the Registrar), petitions are reviewed by the Office of the Dean of their college or the Director of the school of the student's major program, or, in the case of undeclared majors, the Office of the Dean of Students.~~ Students who petition for reinstatement and have not attended for more than one regular term must also apply for admission to the University, meeting all deadlines and requirements for admissions eligibility. [\[See reinstatement procedure described under Academic Disqualification\]](#)

GRADUATE ADMINISTRATIVE-ACADEMIC PROBATION

All of the above stated reasons for administrative-academic probation shall apply to graduate students. In addition:

1. Students may be placed on administrative-academic probation by the Dean of Graduate Studies, following ~~consultation with a request from~~ the program/department ~~and consultation with other appropriate offices, for failure to comply, after due notice, with a requirement or regulations, as defined by campus or program policy which is routine for all students or a defined group of students (e.g., demonstrating consistently disruptive behavior, hostile or abusive behavior, failure to advance to candidacy, failure to abide by standards set by approved external placements, etc.).~~ The probationary student shall be informed in writing by the graduate dean (with a copy provided to the department/program).

~~23.~~ The Dean of Graduate Studies shall inform the Office of the Registrar when students have been placed on or removed from administrative-academic probationary status so that student records can be updated. When a student is placed on academic or administrative-academic probation, the student must work with the program coordinator to develop a plan for remediation, including a timeline for completion. In the case of administrative-academic probation, the remediation plan must be approved by the Dean of Graduate Studies, who will send a letter to the student documenting the plan. A student cannot be advanced to candidacy ~~or continue in candidate status~~ if the student is on either academic or administrative-academic probation.

DISQUALIFICATION

A student who has been placed on administrative-academic probation may be disqualified from further attendance by the Dean of Graduate Studies if any of the conditions for disqualification ~~above~~ apply. In addition:

In the event that a student fails the thesis/project defense, the student may repeat the thesis/project defense once. Failure at the second thesis/project defense will result in disqualification from a program. The thesis/project committee will specify the time period and/or conditions of the repeated defense. A student may repeat a comprehensive examination once. Failure of the second comprehensive examination results in disqualification from a program. The comprehensive exam committee will specify the time period

and/or conditions of the repeated examination. Students who are disqualified at the end of an enrollment period should be notified by the Dean of Graduate Studies before the beginning of the next consecutive regular enrollment period. Students disqualified at the beginning of a summer enrollment break should be notified at least one month before the start of the fall term. In cases where a student ordinarily would be disqualified at the end of a term, save for the fact that it is not possible to make timely notification, the student may be advised that the disqualification is to be effective at the end of the next term. Such notification should include any conditions which, if met, would result in permission to continue in enrollment. Inability to contact a student does not create the right of a student to continue enrollment.

REINSTATEMENT

If the student is disqualified, either academically or administratively, the student may petition for reinstatement. Reinstatement must be based upon evidence that the causes of previous low achievement have been removed. Reinstatement will be approved only if the student is able to provide compelling evidence of the student's ability to complete the degree. If the candidate is disqualified a second time, reinstatement will normally not be considered. Students who petition for reinstatement must also apply for admission to the University, meeting all deadlines and requirements for admissions eligibility. Students should submit a petition requesting reinstatement to the Dean of Graduate Studies. The petition, along with recommendations from the student's graduate coordinator, department chair, and thesis committee, will be forwarded to the Dean of Graduate Studies, who has final authority to approve reinstatement. These letters must evaluate the probable impact of circumstances beyond the student's control (e.g., an unresponsive or unreasonable thesis chair) on previous unsatisfactory performance. If the student is approved for reinstatement, the Dean of Graduate Studies will send a letter granting reinstatement that specifies the conditions and time frame for achieving good standing. Students must achieve good standing to advance to candidacy and to be eligible to graduate. Reinstatement for credential students may be handled by a separate process and thus not governed by this document.

THE CALIFORNIA STATE UNIVERSITY
OFFICE OF THE CHANCELLOR

BAKERSFIELD

September 15, 2008

CHANNEL ISLANDS

CHICO

MEMORANDUM

DOMINGUEZ HILLS

EAST BAY

TO: CSU Presidents

FRESNO

FROM: Charles B. Reed
Chancellor



FULLERTON

SUBJECT: Minimum Requirements for Probation and Disqualification
— Executive Order No. 1038

HUMBOLDT

LONG BEACH

Attached is a copy of Executive Order No. 1038 relating to minimum requirements for probation and disqualification.

LOS ANGELES

MARITIME ACADEMY

In accordance with policy of the California State University, the campus president has the responsibility for implementing executive orders where applicable and for maintaining the campus repository and index for all executive orders.

MONTEREY BAY

NORTHRIDGE

If you have questions regarding this executive order, please call the department of Teacher Education and Public School Programs at (562) 951-4747.

POMONA

CBR/ssg

SACRAMENTO

Attachment

SAN BERNARDINO

c: Executive Staff, Office of the Chancellor
CSU Academic Council
Vice Presidents for Administration
Vice Presidents for Student Affairs

SAN DIEGO

SAN FRANCISCO

SAN JOSÉ

SAN LUIS OBISPO

SAN MARCOS

SONOMA

STANISLAUS

THE CALIFORNIA STATE UNIVERSITY
Office of the Chancellor
401 Golden Shore
Long Beach, California 90802
(562) 951-4700

Executive Order No.: 1038
Title Minimum Requirements for Probation and Disqualification
Effective Date: September 15, 2008
Supersedes: Executive Order No. 823

This executive order is issued pursuant to Sections 41300 and 41300.1 of Title 5 of the *California Code of Regulations* and Chapter III, Sections 1 and 2 of the Standing Orders of the Board of Trustees of the California State University and is effective no later than the spring 2009 academic term (semester or quarter).

- I. Academic Probation: An undergraduate student is subject to academic probation if at any time the cumulative grade point average in all college work attempted or cumulative grade point average at the campus where enrolled falls below 2.0 (title 5, California Code of Regulations, Section 41300 (a)). The student shall be advised of probation status promptly.

An undergraduate student shall be removed from academic probation when the cumulative grade point average in all college work attempted and the cumulative grade point average at the campus where enrolled is 2.0 or higher.

- II. Academic Disqualification: As authorized by Section 41300 (b) of Title 5, an undergraduate student on academic probation is subject to academic disqualification when:
- A. As a freshman (fewer than 30 semester hours of college work completed*) the student falls below a grade point average of 1.50 in all units attempted or in all units attempted at the campus where enrolled.
 - B. As a sophomore (30 through 59 semester hours of college work completed*) the student falls below a grade point average of 1.700 in all units attempted or in all units attempted at the campus where enrolled.
 - C. As a junior (60 through 89 semester hours of college work completed*) the student falls below a grade point average of 1.85 in all units attempted or in all units attempted at the campus where enrolled.
 - D. As a senior (90 or more semester hours of college work completed*) the student falls below a grade point average of 1.95 in all units attempted or in all units attempted at the campus where enrolled.

*Colleges on the quarter system will express and apply the above standards in quarter-hour equivalent

- III. Academic Disqualification of Students not on Probation: As authorized by Section 41300 (c) of Title 5, the president may designate a campus official to act to disqualify an individual not on probation when the following circumstances exist:
- A. At the end of any term, the student has a cumulative grade point average below 1.0, and
 - B. The cumulative grade point average is so low that in view of the student's overall educational record, it seems unlikely that the deficiency will be removed within a reasonable period, as defined by campus academic policy.
- IV. Notice of Disqualification: Students who are disqualified at the end of an enrollment period under any of the provisions of this executive order should be notified before the beginning of the next consecutive regular enrollment period. Students disqualified at the beginning of a summer enrollment break should be notified at least one month before the start of the fall term. In case where a student ordinarily would be disqualified at the end of a term, save for the fact that it is not possible to make timely notification, the student may be advised that the disqualification is to be effective at the end of the next term. Such notification should include any conditions which, if met, would result in permission to continue in enrollment. Failure to notify students does not create the right of a student to continue enrollment.
- V. Probation and Disqualification of Post Baccalaureate and Graduate Students: Probation and Disqualification of post-baccalaureate and graduate students are subject to section 41300 (d), (e), and (f) of Title 5 and criteria established by the campus. Such criteria may not be less than those established for undergraduate students.
- VI. Administrative-Academic Probation: As authorized by Section 41300.1 of Title 5, an undergraduate or graduate student may be placed on administrative-academic probation by action of appropriate campus officials for any of the following reasons:
- A. Withdrawal from all or a substantial portion of a program of studies in two successive terms or in any three terms. (Note: A student whose withdrawal is directly associated with a chronic or recurring medical condition or its treatment is not to be subject to Administrative-Academic probation for such withdrawal.)
 - B. Repeated failure to progress toward the stated degree objective or other program objective, including that resulting from assignment of 15 units of No Credit, when such failure appears to be due to circumstances within the control of the student.
 - C. Failure to comply, after due notice, with an academic requirement or regulation, as defined by campus policy, which is routine for all students or a defined group of students (example: failure to complete a required CSU or campus examination, failure to complete a required practicum, failure to comply with professional standards appropriate to the field of study, failure to complete a specified number of units as a condition for receiving student financial aid or making satisfactory progress in the academic program).

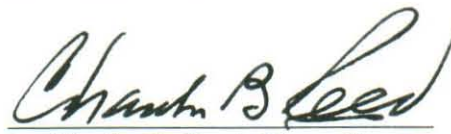
When such action is taken, the student shall be notified in writing and shall be provided with the conditions for removal from probation and the circumstances that would lead to disqualification, should probation not be removed.

- VII. Administrative-Academic Disqualification: As authorized by Section 41300.1 of Title 5, a student who has been placed on administrative-academic probation may be disqualified from further attendance if:
- A. The conditions for removal of administrative-academic probation are not met within the period specified.
 - B. The student becomes subject to academic probation while on administrative-academic probation.
 - C. The student becomes subject to administrative-academic probation for the same or similar reason for which he/she has been placed on administrative-academic probation previously, although not currently in such status.

When such action is taken, the student shall receive written notification including an explanation of the basis for the action.

In addition, an appropriate campus administrator may disqualify a student who at any time during enrollment has demonstrated behavior so contrary to the standards of the profession for which the student is preparing as to render him/her unfit for the profession. In such cases, disqualification will occur immediately upon notice to the student, which shall include an explanation of the basis for the action, and the campus may require the student to discontinue enrollment as of the date of the notification.

- VIII. Campus Procedures: Each campus shall establish procedures whereby a student who is either placed on probation or disqualified under the provisions of paragraphs I through VII may appeal such action. Each campus shall establish procedures whereby a student previously disqualified at the campus or at any other campus of the California State University may petition for readmission or admission. Such procedures are to include provisions for evaluating the probable impact of any medical condition on previous unsatisfactory academic performance. In both instances, use of an appropriate review board or committee is recommended.
- IX. Notice in Campus Bulletin: The provisions for probation and disqualification shall be summarized in each campus bulletin together with information on campus policies and procedures related to their implementation. Procedures for orientation of new students shall include distribution of written materials concerning all aspects of probation and disqualification as well as provisions for review and reinstatement.



Charles B. Reed, Chancellor

Dated: September 15, 2008

From the HSU Catalog, 2013/2014 (p. 37-38):

Academic Standing

Good Standing. *Undergraduate* students whose Humboldt State cumulative grade point average (GPA) and overall GPA are 2.0 or above are considered in good academic standing.

Graduate students whose Humboldt State cumulative GPA and overall GPA are 3.0 or above are considered in good academic standing.

Academic Probation and Disqualification.

An undergraduate seeking a bachelor's degree, a post-baccalaureate student seeking a second bachelor's degree, or an unclassified post-baccalaureate student will be placed on academic probation if either the overall grade point average or the cumulative GPA at Humboldt falls below 2.0 (C grade average).

If a student is on **academic probation** and the Humboldt State cumulative GPA is below the following levels, the student will be academically disqualified:

- Freshmen (<30 units) below 1.50
- Sophomores (30to 59.9 units] below 1.70
- Juniors (60 to 89.9 units) below 1.85
- Seniors (~90 units), post-baccalaureate students seeking a second bachelor's degree below 1.95
- Unclassified post-baccalaureate graduates below 1.95
- Graduate students, including those who are classified or conditionally classified, and credential seeking students will be placed on academic probation if their Humboldt State cumulative grade point average falls below a 3.0 (B grade average]. A graduate coordinator may also notify a student of academic probation or disqualification for failure to maintain a GPA of 3.0 or better in all courses taken to satisfy the requirements of the degree. Graduate students may be placed on probation and/or disqualified for failure to make adequate progress in the program, as defined by the requirements and policies of individual programs, by recommendation of the program faculty and graduate coordinator, and action of the graduate dean. While on academic probation, if a graduate student or a credential student's cumulative GPA at Humboldt State is below a 3.0 for a second consecutive term, the student will be academically disqualified.

Disqualified students will not be allowed to register unless they are formally reinstated and/or readmitted to the university.

Regularly enrolled students who are academically disqualified from HSU are not eligible to enroll in coursework through Extended Education.

For undergraduate and unclassified post-baccalaureate students:

After the absence period, an admission application is required for reinstatement consideration. Humboldt State reserves the right to accept applications for disqualified students during specified application terms only. Please contact the Office of Admissions for more information.

First DQ: Student must take off a minimum of one semester before reapplying.

Second DQ: Student must take off a minimum of a full year before reapplying. Students may be required to take additional time off, or complete courses at a different institution before being readmitted.

Third DQ: No option to reapply to HSU. May complete coursework elsewhere and reapply to a different CSU campus.

For graduate and credential students:

First DQ: Students may be immediately reinstated to the university given a positive recommendation from the graduate program including an agreement by a graduate faculty member to serve as the student's advisor submitted to the Graduate Studies Office.

Second DQ: Student must take a minimum of one semester off before reapplying. Students may be required to take additional time off. Students may be readmitted to the university given a positive recommendation from the graduate program including an agreement by a graduate faculty member to serve as the student's advisor. Students will be required to provide a letter with a statement describing the reasons for the academic probation and a plan to address the underlying problems in order to increase the likelihood of success. Both documents will be forwarded to the Graduate Studies Office for processing. After the absence period, an admission application is required for reinstatement consideration. Humboldt State reserves the right to accept applications for disqualified students during specified application terms only. Please contact the Office of Admissions for more information.

Third DQ: No option to reapply to HSU. May complete coursework elsewhere and reapply to a different CSU campus.

Financial aid and veterans educational benefits have satisfactory academic progress criteria that can affect aid eligibility. Baccalaureate and post-baccalaureate level veterans and eligible dependent students will be placed on veteran's academic probation if their cumulative grade point average at Humboldt State falls below a 2.00. Veterans and eligible dependents are permitted a maximum of two semesters on probation before their benefits will be terminated due to unsatisfactory academic progress. Contact the Veterans Certification Officer, SBS 133, for information regarding veterans educational benefit criteria.

Contact the Financial Aid Office, SBS 231, for information regarding satisfactory academic progress standards for financial aid recipients.

Resolution on Course Substitutions to Initiate Articulation Agreements

#32-13/14-APC – February 25, 2014 – First Reading

Resolved: That the University Senate of Humboldt State University (the Senate) recommends to the President that our current process, known as the *Petition to Substitute*, be modified such that when agreed upon by the student's advisor, the chair of the department whose course is the subject of the substitution and the Dean or designee in the appropriate college, the approved petition *by default* gives the HSU Registrar's office the authority to initiate an articulation agreement between HSU and the other institution ; and be it further

Resolved: That there also be a mechanism on the petition such that the department whose course is the subject of the substitution may make an exception to the above default, thereby allowing only for the one-time substitution for a particular student.

Rationale: Our students arrive on the HSU campus from a myriad of locations and prior institutions. Many of them have completed coursework that should articulate with our courses but we may not yet have an articulation agreement with their prior institution. The Petition to Substitute allows for such students to substitute a course from another institution to be used as a degree requirement in place of an HSU course, upon approval by the student's advisor, the chair of the department whose course is the subject of the substitution and the Dean or designee in the appropriate college. This resolution would allow the registrar's office to automatically initiate articulation agreements with the students prior intuitions based on the curricular review required for the agreed upon substitution(s), requiring signatures from the appropriate parties. In cases where the substitution is approved by the appropriate stakeholders but an articulation agreement should not be made, there will be an exception to allow the substitution to count only for that individual student rather than initiate the articulation agreement process.

University Senate:
President Richmond:

Humboldt State University
University Senate

Resolution on Counting More than One CWT Course Toward Upper Division GE Requirements

#33-13/14-APC – February 25, 2014 – First Reading

Resolved: That the University Senate of Humboldt State University recommends to the Provost that the current policy of allowing only one Communication and Ways of Thinking (CWT) course to count toward a student's upper division General Education requirements be amended to allow as many as three CWT courses to count.

Rationale: Currently the HSU Catalog states: "Communication and Ways of Thinking (CWT) courses can address outcomes in multiple GE areas. Students are limited to one CWT course within the upper division component." This limitation of allowing just one CWT course comes from a bygone era and adds to the confusion surrounding our current GE curriculum. Students who may not have known that they have taken multiple CWT courses must petition to have them all count and many students are not even aware that they can petition. Thus, even though a student may have taken a course that satisfies the GE area requirements, they cannot count it towards their degree. Recent students who have petitioned the Vice Provost of Academic Programs to count multiple CWT courses toward their upper division GE requirements have been consistently approved. Finally, if a course has shown that it satisfies the student learning outcomes in multiple areas of upper division GE, the course should be allowed to count towards a student's degree requirements regardless of whether they have taken a previous CWT course or not. This policy would *not* allow a student to count *a single course* toward two or more upper division GE requirements.

University Senate:

Provost Snyder:

Executive Summary

Background

In July 2013 the President formed the Foundation Task Force (comprised of a variety of campus and community members) and charged it to make a recommendation about how the University’s foundations and auxiliary organizations could be structured with the focus on:

- Cost effectiveness
- Coordination across the organizations, as well as the University
- Transparency
- Accountability
- Providing valuable and high quality services
- Serving the University’s programs

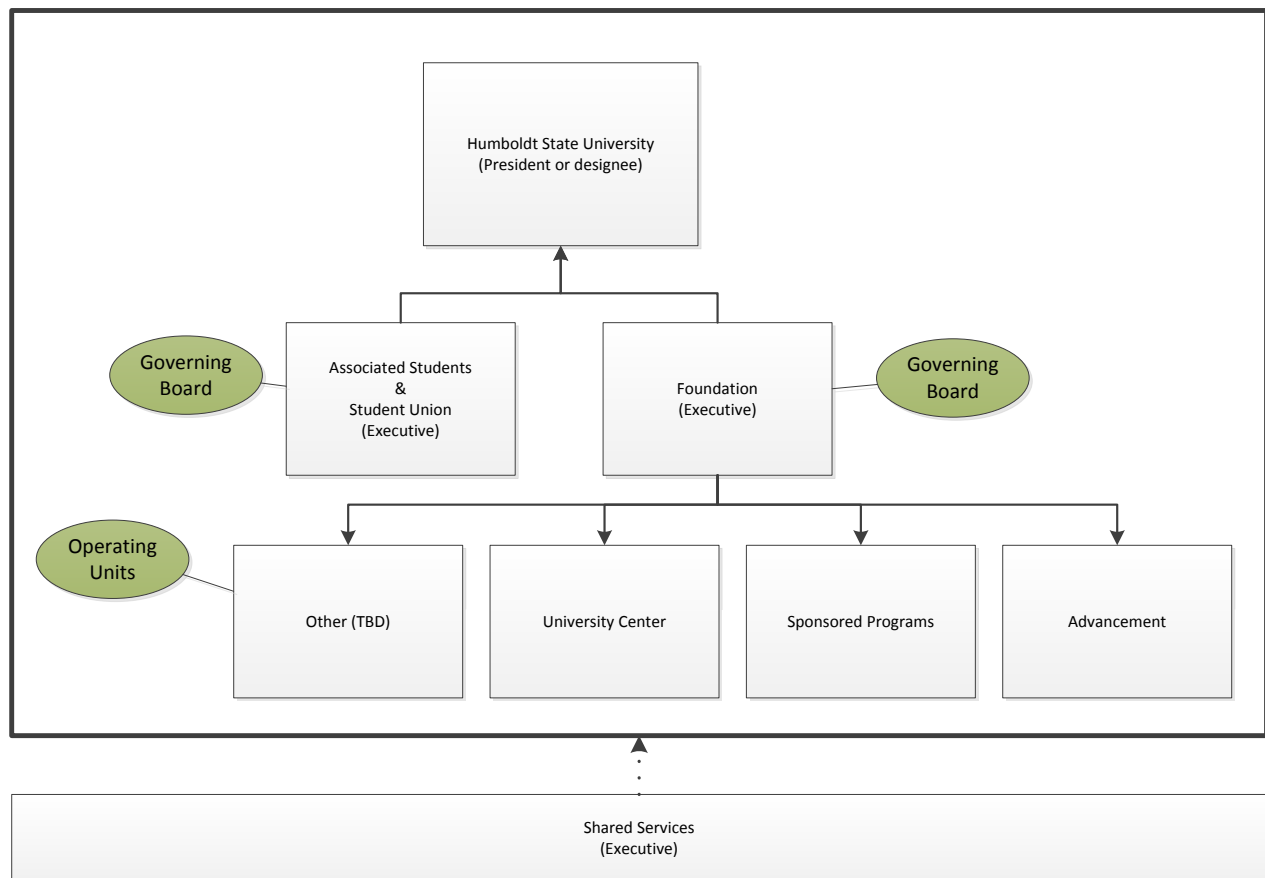
These four organizations were created and modified at various times over the last 85 years with the last changes occurring in 2004. Each has its own mission and must comply with federal and CSU laws and policies to maintain their non-profit statuses:

Organization	IRS Type	Mission
Advancement Foundation	509(a)(2) “public support charity”	Promote, receive and manage charitable funds.
Sponsored Programs Foundation	509(a)(1) categorical “public charity”	Promote, receive and manage sponsored program funds.
University Center	509(a)(3) “support organization”	Provide services, conveniences, and amenities to students.
Associated Students	509(a)(3) “support organization”	Provide students a means to participation in campus governance.

Advancement and Sponsored Programs Foundation contract with the University for many of their business and administrative services while University Center and Associated Students operate their own business and administrative services. The Advancement Foundation has no employees of their own while the Associated Students, University Center, and Sponsored Programs employ hundreds of individuals. The Board of Directors of Associated Students is annually elected by the students; the other Boards are appointed by the President and acknowledged by the board. A majority of the Sponsored Programs and University Center boards are ex-officio voting members. Only the Advancement Foundation Board has a majority of “independent members” (non-University employees).

Recommendation

We recommend that the foundations and auxiliary organizations reorganize into two primary entities the “Humboldt State University Foundation (HSUF)” and the “Humboldt State Associated Students & Student Union” (HSAS) with the actual names to be determined. HSUF and HSAS would each have its own governing board and share services (business, legal, information technology, etc.). HSAS is a separate entity due to its unique governance structure and State rules and regulations regarding student government associations. The policy governance boards set ends, means, and limitations policy within which several individual “operating units” carry out the work. The number of Boards is reduced from four to two and the governing boards are empowered to operate at a policy level, allowing the individual units to be fully responsible for operations. These changes are consistent with what other CSU campuses and universities are doing to be more nimble and lean. The resulting structure combines good governance with operating accountability and the agility to respond to rapidly changing circumstances and opportunities.



Each governing Board is responsible for establishing policy direction for its operating units including ends to be achieved, means which the operating unit may employ in achieving the ends and any limitations on the authority of the operating unit in pursuit of its ends. Each foundation will have a “Foundation Executive” staff position who responsible for its governing board and reports to the President (who may delegate reporting authority). Each operating unit is responsible for achievement of its ends within the means and limitations established by the governing board, subject to oversight by the President (or delegate). The number and configuration of the operating units is flexible and will evolve to meet the needs of the University. The initial configuration of operating units would reflect the current array of auxiliaries (exact names to be determined): Sponsored Programs, Advancement, and University Center.

Sharing certain services is expected to produce greater efficiencies by creating economies of scale, allowing for more depth and easier backup and proving a consistent level of service to all operating units. We expect

shared services to remain on campus but other alternatives might be explored. The expectation is not to eliminate positions overall but it is recognized that specific jobs and task my change.

We recommend that the implementation be carried out in three steps:

1. Work groups should be assigned to complete technical and legal groundwork and review necessary for the restructure. Examples are: governance structure, financial and accounting, legal issues, and shared service arrangements.
2. The merger of the existing Sponsored Programs Foundation and Advancement Foundation and the operating elements of University Center should proceed as soon as the legal and technical groundwork and review are completed.
3. Identification and separation of the programmatic and service elements of University Center will require addition time and effort. These elements may be moved after the initial creation of the new HSUF.

Rationale

The proposed changes position Humboldt State University to be more:

1. Effective:
 - a. Allow each operating unit to focus on its services without maintaining separate governance and administrative overhead.
 - b. Provide a strong and consistent policy governance structure which is transparent and accountable to the University and broader community.
 - c. Give all organizations, including the University, a common face with consistent branding and marketing.
 - d. Coordinate and align research, internships, and scholarships across all organizations.
2. Efficient:
 - a. Save time and money with fewer Board meetings (that currently have a lot of the same members) and audits.
 - b. Streamline shared services.
3. Flexible and Creative:
 - a. Maintain the separation between auxiliary organizations from the University to allow flexibility and agility in enterprise activities and encourage private support.
 - b. Encourage the creation of incubators or other value strategically related to intellectual property.
4. Aligned with the University's Mission, Priorities, and Programs:
 - a. Provide a unified high level governing board focused on policy matters while increasing participation in operational accountability and decision making.
 - b. Provide students and the larger community with positive experiences with the University thus earning greater confidence and support among generous alumni and other community members.
5. Financially Viable:
 - a. Provide flexibility to pursue opportunities as they arise while ensuring financial stability during uncertain economic times.
 - b. Take full advantage of opportunities to synchronize differing business cycles of the operating units.
 - c. Obtain savings through economies of scale.