

AGENDA
Executive Committee Meeting
CSUSM Academic Senate
Wednesday, March 18, 2015, 12:00 N – 1:50 PM
KEL 5207 – Provost's Conference Room

- I. **Approval of Agenda**
- II. **Approval of Minutes – 3/4/15, 3/11/15**
- III. **Chair's Report, [Laurie Stowell](#)**
Referrals to Committee:
 - FAC: Coaches' Performance Appraisal Process
- IV. **Vice Chair's Report, [Debbie Kristan](#)**
- V. **Secretary's Report, [Vivienne Bennett](#)**
- VI. **Provost's Report, [Graham Oberem](#)**
- VII. **Vice Provost's Report, [Kamel Haddad](#)**
- VIII. **Discussion Items**
 - A. **NEAC/Senate Officers: Possible Amendment Regarding Officer Positions – Article 5.3; Article 5.3.1**
(attachment)
 - Draft Amendment Regarding Officer Positions **Page 2**
 - B. **Senate Officers: Possible Roles for Immediate Past Chair – on EC and as a Senate Officer**
 - C. **BLP/UCC: Master of Science in Kinesiology** (3 attachments)
 - BLP: Report – Master of Science in Kinesiology **Page 4**
 - UCC: Report – Master of Science in Kinesiology – Update **Page 7**
 - UCC: Catalog Copy – Master of Science in Kinesiology (attached for convenience/no updates) **Page 8**
 - D. **FAC: Application for Salary Increases for Market or Equity Purposes** (attachment) **Page 11**
 - E. **Senate Chair: Diversity Mapping Actions Assigned to Senate** (President's Memo w/Diversity Mapping Action Matrix attached) **Page 15**
- IX. **EC Members Concerns & Announcements**

The Next EC Meeting is scheduled for Wednesday, March 25, 2015, 12:00 N – 1:50 PM, KEL-5207

1 Spring 2015

2 Referendum on Amendments to the

3 Constitution and Bylaws of the University Faculty and the Academic Senate

4 California State University San Marcos

5
6 Wording and Explanation of the Proposed Amendment

7 **Amendment 1: Changes to Senate Officers' Terms and Uncoupling the Chair and**
8 **Vice-Chair Positions**

9
10 **Article 5.3.1**

11 Senate Officer Terms

12 The ~~Officers~~ Chair and Vice Chair of the Senate shall serve for two one-year terms and
13 may be re-elected for one additional two-year term. The Chair and Vice-Chair terms shall
14 be staggered. ~~The Vice Chair/Chair Elect serves two one-year terms: one as Vice Chair~~
15 ~~and one as Chair. and~~ The Secretary serves a one-year term and may be re-elected to
16 serve for an additional two terms. In the event the Chair becomes unable to serve, the
17 Vice-Chair/~~Chair Elect~~ shall have the choice of assuming ~~assume~~ the role of Chair for the
18 remainder of the term ~~as well as the term for which s/he was elected~~ and an election will
19 be conducted by NEAC for Vice-Chair/~~Chair Elect~~. If the Vice-Chair/~~Chair Elect~~
20 chooses not becomes unable to serve his/her term as Chair, NEAC will conduct an
21 election for Chair in accordance with the Academic Senate Election Rules and
22 Guidelines.
23

24 *Rationale: The creation of longer, staggered terms for the Senate Chair and Vice-Chair*
25 *positions will allow for the officers filling those positions to benefit from the knowledge*
26 *and working relationships across campus that they develop in their first year in office,*
27 *while assuring some institutional memory in the Senate Office. These changes add the*
28 *possibility of re-election for the Chair and Vice-Chair Officer positions for one two-year*
29 *term to allow interested individuals with experience to contribute to Senate leadership for*
30 *a more extended period than is currently possible. The proposed change for the Secretary*
31 *position is to allow for two terms of re-election, rather than only one. In the event that the*
32 *Senate Chair has to step down mid-term, the Vice-Chair has the option to serve as Chair,*
33 *but is not required to do so. An election will be held if the Vice-Chair does not want to*
34 *serve as Chair. The proposed changes are more in line with the vast majority of CSU*
35 *campuses.*

37 |
38
39

Article 5.3: Senate Officers

40 The Officers of the Senate shall consist of a Chair, Vice-Chair/~~Chair-Elect~~, and
41 Secretary. ~~The Vice-Chair serves as Chair-elect prior to becoming Chair.~~ The officers
42 of the Senate shall be voting members of the Senate. For election procedures, see the
43 Academic Senate Election Rules and Guidelines.

44

45 *Rationale: To implement the changes to the Senate officers terms proposed to Article*
46 *5.3.1 above, the Senate Chair and Vice-Chair seats would be uncoupled. This change*
47 *would allow faculty members to experience Senate leadership as the Vice-Chair without*
48 *having to commit to being Chair at the end of her/his first term. The proposed change is*
49 *more in line with the vast majority of CSU campuses.*

50

Report from BLP, Master of Science in Kinesiology (CEHHS)

March 2, 2015

The budget and Long Range Planning Committee (BLP) has reviewed the proposed Master of Science in Kinesiology Program as well as the resource implications of the program's launch. We thank proposer Jeff Nessler for his input and assistance as we reviewed the program's resource implications.

This proposed program will be housed in the College of Education Health and Human Services, Department of Kinesiology. Originally, this program was reviewed and forwarded to the Chancellor's office as a self-supported program. Due to budget issues at the time, there was a mandate from the CSU that no new state-supported programs could be launched. By the time this program went through the review process and was submitted to the Chancellor's office, that mandate had been lifted and the program was returned to CSUSM for reconsideration as a state-supported program. Budgetary implications for state-supported programs necessitated a re-review of the program.

Program Demand:

According to the P-Form, "The Department of Labor (2010-11) issues compelling statistics for job outlook for persons such as Fitness Specialists, etc. who maintain an M.S. degree in Kinesiology. Employment is expected to increase by 29% in the next decade for Fitness Specialists, and 24% for Cardiac Rehab employees," (p. 11). The P-form also references a 2009 report from the California Employment Development Department, which projects a 17% increase in demand for careers in the Education Services and Health Care sector from 2006-2016.

Students from CSUSM's Kinesiology, Nursing, and Human Development Programs were surveyed to ascertain interest in the program. Of 337 respondents, 63.8% indicated that they were very interested and 30.6% were somewhat interested. The same survey indicated that 79.7% of the respondents would prefer daytime classes, 54.6% preferred evening classes and 18.7% preferred weekend. We assume that some students indicated more than one preference. The existing B.S. Program in Kinesiology has graduated between 100-150 students annually since 2010. The program proposers assume that this will be a strong pool of applicants for the M.S. degree.

Resource Implications:

Faculty:

In order to offer a new graduate program, there must be 5 full time faculty with appropriate terminal degrees. There are currently seven tenure-line faculty in the undergraduate Kinesiology Department. The P-form indicates that the majority of the existing faculty have prior experience supervising students in mentored research and serving on Master's committees. The state-supported budget includes 9 wtus (\$22,550) for replacement costs for existing faculty who would shift some of their teaching load from the undergraduate to the graduate program. There will also be a course release (3 wtus/\$7,517) for coordination of the graduate program. Beginning in year 2 of the program, there would also be the cost of 3 wtus (\$7, 517) course release for thesis supervision.

Space and Equipment:

The Department of Kinesiology maintains 2500 square feet of existing lab space in University Hall 260 and 2000 square feet of space in Academic Hall 111-115. While there is adequate equipment for the undergraduate program, the state-supported budget for the graduate program includes \$20,000 per year for equipment and materials. E-mail correspondence from the COEHHS Associate Dean indicates that this will be provided through the revenue-sharing funds for the first year.

IITS:

The P-form indicates that the program will require software packages such as SPSS and GraphPad Prism to analyze and graph scientific data. The program will request refresh computers from IITS for students use in the existing Labs. In an e-mail communication for clarification, it was determined that the computer needs for this program are minor (6 used computers) such that IITS can absorb these costs. There is existing infrastructure for these computers (power, network, furniture) so there does not need to be any additional requests for IITS technology. The IITS report indicates that, at this time there is no budget for IITS support in the evenings, which is when the program will be delivered.

54 *Staff:*

55 The P-Form states that student advising will be accomplished both by program faculty and CEHHS Student Services.
56 Faculty chairing theses will receive 0.25 WTU per thesis. Any new program necessarily requires staff support. BLP urges
57 the College Administration to confer with CEHHS Student Services to address the workload issues associated with
58 program inquiries, initial advisement, admissions, and graduation completion.
59

60 *Library:*

61
62 The original report from the library in 2012 stated, "It is necessary to note that the Library has not received any funds
63 specifically for the acquisition of resources to support the Kinesiology BS program since it was first offered in 2005. As
64 this program has added faculty and student enrollment, there have been consistent requests for journal subscriptions.
65 None of these journals have been purchased due to lack of funds. Students and faculty in this program use the Library's
66 interlibrary loan service heavily. Inter-library loan services costs take the form of actual payment for articles from
67 institutions (when they are not freely available from reciprocal libraries), copyright fees, and in-staff workload to process
68 requests. Any monographs (books) purchased for the Kinesiology program have come from existing funds for these
69 purchases."... "Since this proposal is for a master's program, which by definition will require even more developed
70 research work by students, the need for additional library resources is even more apparent" ... (P-form).
71

72 The updated report from the library indicates that since the initial review, the need for additional Library funds to
73 support students in their coursework has not decreased. There is a new process for requesting funds to support new
74 programs through the Academic Affairs three-year rolling plan budget process. However, this process does not ensure
75 availability and allocation of funds. A current estimate of core resources needed to support the program and faculty
76 includes core collection Monographs (\$5000 – one time), ongoing Monographs (\$1000 – annually), and Journals (\$5000
77 – annually.)
78

79 It should be noted that that all new programs require support from existing library and IITS faculty and staff. As the
80 campus continues to grow and new programs are added, whether they are funded through self or state support, new
81 positions must be considered to maintain the current level of support.
82

83 **State-Supported Budget Assessment:**

84
85 The budget spreadsheet indicates anticipated revenues of \$24,000 in the first year, based on one cohort of 12 students,
86 taking 2 courses. Subsequent years will see revenues of \$46,000.00 based on 2 cohorts (23 students). Costs for the
87 program are estimated at \$83,617 in year one and \$86,134 in subsequent years. Salary costs do not include increases.
88 Costs mentioned earlier in this report include replacement cost for faculty and equipment and materials. The College
89 has agreed to cover all costs not accounted for in the submitted program budget. BLP has identified potential costs, such
90 as increased workload in Student Services and possible infrastructure and additional equipment needs.
91

92 *A majority of BLP members recommend the program with the understanding that the College will cover the shortfall in*
93 *funding in year one of the program as well as other subsequent costs, not accounted for in the budget.*
94

95 See attached State-Supported Costs and Revenue Budget Spreadsheet.
96

A. ANTICIPATED COSTS											
Kinesiology MS			Yr 1		Yr 2		Yr 3		Yr 4		Yr 5
Personnel											
Replacement Cost for Existing Faculty		18 wtu	\$45,100	18 wtu	\$45,100	18 wtu	\$45,100	18 wtu	\$45,100	18 wtu	\$45,100
Course Release for Thesis				3 wtu	\$7,517	3 wtu	\$7,517	3 wtu	\$7,517	3 wtu	\$7,517
Graduate Coordinator		3wtu	\$7,517	3wtu	\$7,517	3wtu	\$7,517	3 wtu	\$7,517	3wtu	\$7,517
Space											
Construction											
Renovation											
Library Resources											
Acquisition			\$5,000								
Subscription			\$6,000		\$6,000		\$6,000		\$6,000		\$6,000
Equipment/Materials											
Durable			\$15,000		\$15,000		\$15,000		\$15,000		\$15,000
Expendable			\$5,000		\$5,000		\$5,000		\$5,000		\$5,000
Program Cost			\$83,617		\$86,134		\$86,134		\$86,134		\$86,134

Planning Assumptions:

1. Replacement Costs = \$1,771 per wtu (salary) + 41% benefits = \$7516.71 per 3 unit course
2. Salary costs do not include pay increases. Use increase information if available
3. Thesis/Project Chair 4 theses:1 wtu
4. Library resource costs are not incurred by the college. They are included here to more accurately reflect the full cost of the program.

B. ANTICIPATED REVENUES

	Yr 1	Yr 2	Yr 3	Y 4	Yr 5
First Year	12	12	12	12	12
Second Year	0	11	11	11	11
TOTAL	12	23	23	23	23
FTES	9.00	17.25	17.25	17.25	17.25
Revenue to AA	\$36,000	\$69,000	\$69,000	\$69,000	\$69,000

Planning Assumptions

1. 10% attrition from Year 1 to Year 2
2. By Yr 3, program at steady state
3. FTES assumes average unit load of 9 units graduate
4. FTEs reflect the average unit load of 9 units per semester as per the program proposal.

Report from the University Curriculum Committee (UCC), M.S. in Kinesiology

In AY 2013/2014, the CSUSM Academic Senate approved a P form to create a new Master of Science Degree Program in Kinesiology along with 13 new graduate-level courses. However, this program was not approved by the CSU Chancellor's office during subsequent review in Summer 2014. The Chancellor's office considered that there was insufficient justification to offer the program through Extended Learning given the existence of CSUSM's state-supported undergraduate degree program in Kinesiology and the abundance of state-supported Master's programs in Kinesiology at other CSUs. UCC received a revised version of the M.S. in Kinesiology P form in Jan. 2015, with the significant revision that the proposed program will now be offered "stateside". Because all of the component courses of the degree were approved in 2014, UCC's review focused only on the program as a whole. Following consultation with the proposing faculty (Jeff Nessler, Kinesiology) during Jan. and Feb. 2015, UCC voted to recommend the P-form for Senate approval.

The program will proceed over four semesters, with students taking nine units of coursework each semester (36 total). All students will take the same series of courses, with no elective units or concentrations within the program. There is some variation in the order of the courses between cohorts, but all students will take the core courses KINE 502 (Research Methods) and KINE 503 (Advanced Statistical Analysis) during their first two semesters in the program. A seminar series (KINE 506-508) is designed to familiarize students with the primary literature in Kinesiology and will help prepare students for the thesis proposal and thesis. During the second year of the program, all students will participate in faculty-supervised independent research projects which will culminate in the presentation of the thesis (KINE 698: Thesis). Students who do not complete their thesis in two years can enroll in a thesis extension course (KINE 699) in subsequent semesters.

Cohort sizes of 9-12 new students are expected to be admitted annually to the program. Dr. Nessler acknowledged the substantial research supervision burden this will place on Kinesiology faculty, but noted that cohort size will be continuously adjusted to match the ability of Kinesiology faculty to accommodate new graduate student researchers. The B.S. in Kinesiology program is impacted, and the department plans to increase the GPA requirement for entry into the major in Fall 2015, thereby decreasing the number of students in the undergraduate program and freeing up faculty resources to support the graduate program. In addition, undergraduate students will be allowed to take some of the graduate courses as upper division electives, potentially reducing the number of undergraduate electives that will need to be offered every semester.

For the complete proposal, visit the Curriculum Review website, line 96:

http://www.csusm.edu/academic_programs/catalogcurricula/2014-15_curriculum_coehhs.html

Proposed Catalog Language for the Master of Science in Kinesiology

The Master of Science Program in Kinesiology is a 36-unit program characterized by innovative coursework and robust laboratory experiences. The Program will prepare graduates to enter careers requiring a Master's Degree or initiate doctoral study in Allied Health (e.g. Physical Therapy), Exercise Physiology, Biomechanics, or other related fields. Led by top-notch faculty, students will actively participate in hands-on learning in the classroom and laboratory. The program requires students to complete a thesis and is designed to strengthen the breadth and depth of students' content knowledge and applied skills in Kinesiology and its sub-disciplines.

Graduates will be prepared for work in various fields including worksite health promotion, clinical exercise physiology, cardiac rehabilitation, commercial fitness, public/private or non-profit health agencies, chronic disease prevention in community settings, teaching/coaching at the community college level, independent research in the field of specialization, or continued graduate study at doctoral-granting institutions.

Faculty in the Department of Kinesiology at CSU San Marcos are innovative, productive scholars dedicated to student-centered instruction as well as scientific investigation in various settings. Our state-of-the-art laboratories maintain all equipment needed to sustain such a program and provide students with various hands-on opportunities. The faculty consists of experts in exercise physiology, motor control and learning, biomechanics, physical education, and public health. Overall, this program will produce graduates who are independent learners prepared to initiate doctoral study, seek careers in health care or health and fitness, and become leaders in addressing health outcomes in the North San Diego County region.

Student Learning Outcomes: Upon completion of this program, students will be able to:

1. Articulate the role of exercise and physical activity in reducing the onset and severity of chronic disease based upon examination of evidence-based content.
2. Master applied laboratory and measurement skills commonly used in Kinesiology.
3. Demonstrate proficiency in public speaking and scientific writing.
4. Explain the physiological origins of human movement, including its interactive relationship with one's environment and its relation to public health and physical activity.

5. Demonstrate the ability to think critically and synthesize new information through successful completion of a thesis.

Admission Requirements and Application Materials:

Students will be required to submit official transcripts to the Graduate Coordinator describing all college coursework, three (3) letters of recommendation, as well as a letter of intent describing their rationale for applying to the Program, career goals, and desire to work with a specific faculty member

Applicants will also have an undergraduate GPA ≥ 2.80 , GRE verbal and quantitative score ≥ 140 and analytical writing score ≥ 3 , as well as an undergraduate degree in Kinesiology/Exercise Science or related field with prior coursework in Anatomy and Physiology, Exercise Physiology, Motor Learning or Biomechanics, and Statistics.

Please send all materials to:

Todd A. Astorino Ph.D, Graduate Coordinator
Department of Kinesiology, CSU San Marcos
333 S. Twin Oaks Valley Rd
San Marcos, CA 92096-0001

Application Deadlines:

The Program only accepts fall admissions, with an application deadline of March 1. However, applications may be accepted for review at other times if vacancies exist.

Degree Requirements:

KINE 500: Biomechanics (4)
KINE 501: Motor Control (4)
KINE 502: Research Methods (3)
KINE 503: Advanced Statistics in Kinesiology (3); prerequisite = 502
KINE 506: Seminar in Kinesiology-I (2)
KINE 507: Seminar in Kinesiology-II (2)
KINE 508: Seminar in Kinesiology-III (2)
KINE 510: Physical Education Methods (3)
KINE 524: Public Health (3)
KINE 526: Advanced Exercise Physiology (4)
KINE 595: Practicum (3)
KINE 698: Thesis (3)

Continuation:

Students will be required to maintain a minimum GPA equal to 3.0. Students will be required to retake the coursework in which a grade less than B- was earned. If students retake courses

and are still unable to meet this GPA, they will be disqualified from the program. For further information, refer to the University Catalog for the graduate repeat policy.

Students must be continuously enrolled unless they apply for a leave of absence. Students who are not continuously enrolled or who have a leave of absence longer than two semesters will be dropped from the program and must reapply.

All degree requirements are to be completed within five years after acceptance into the graduate program. Authorized leaves of absence do not extend the time limit for completion of the degree.

Advancement to Candidacy:

By the end of year 1 of the Program, students must select a primary advisor from the Kinesiology faculty whose interests align with those of the student. Students will choose two additional faculty members, at least one of whom must be Kinesiology faculty, to serve on their committee. To advance to candidacy, the student must:

1. Form a thesis committee and submit a thesis committee approval form to each member of the committee and the Graduate Coordinator.
2. Submit a thesis proposal to committee members which describes the topic, explains initial aims and anticipated results, and demonstrates that the project can be successfully completed by the end of year 2 of the program.
3. Receive approval of the proposal form from all committee members.
4. Write and submit a review of literature in support of his or her thesis topic to be evaluated for the Graduate Writing Assessment Requirement (GWAR). Students must receive a passing score in order to advance to candidacy.

1 **FAC**

2 **Revision to “Application For Salary Increase For Market ~~Or Equity~~ Purposes”**

3

4 Rationale:

5 *The document must be revised to cohere with the new CBA.*

6 *CBA Article 31.25 allows for market increases, as written by the policy. However, the inclusion*
7 *of the word “equity” is incorrect, as 31.25 is market based only. (Equity has to be raised by the*
8 *contract. For example, the new CBA provides for equity, and also, fortunately, allows for*
9 *campuses to address equity.) Therefore, all references to “equity” in the document have been*
10 *struck. This is the only change to the document.*

11

12 **Application For Salary Increase For Market ~~Or~~ Equity Purposes**

Definition:	The process for applying for market or equity-based salary increases shall be governed by the Application for Salary Increase for Market or Equity Purposes.
Authority:	The collective bargaining agreement between the California State University and the California Faculty Association
Scope:	Faculty unit employees of CSU San Marcos
Responsible Division:	Academic Affairs
Approval Date:	06/18/2002
Implementation Date:	07/01/1997
Originally Implemented:	07/01/1997
Signature Page/PDF:	View Signatures for Application For Salary Increase For Market Or Equity Purposes Policy

13

14 **Procedure**

15 **APPLICATION FOR SALARY INCREASE FOR MARKET ~~OR~~ EQUITY PURPOSES**

16 NAME: _____ DATE: _____

17 PROGRAM/COLLEGE: _____ Check one: TENURED
18 _____ PROBATIONARY _____

19 YEAR HIRED: _____

20 RANK AT WHICH HIRED: _____

21 CURRENT RANK: _____

22 Is this a MARKET REQUEST _____ OR EQUITY REQUEST _____ (Check one)

23 JUSTIFICATION FOR REQUEST

24

25 ~~For a market request, please attach appropriate documentation supporting the market-~~
26 ~~based salary lag or a bona fide offer of employment. For an equity request, supporting~~
27 ~~documentation is strongly encouraged.~~

28 Decision needed by (~~Market application only~~): _____

These procedures implement the Market/~~Equity~~ policies established in the Collective Bargaining Agreement between The Board of Trustees of The California State University and The California Faculty Association Unit 3 - Faculty, within Articles **31.25 and 31.26**. The key elements of this article are:

The President may grant a salary increase to a probationary or tenured faculty unit employee to address market ~~or equity~~ considerations. Such increases shall not be bound by the eight (8) service increases **referenced in provision 31.18**. Applications for market-based increases shall normally be accompanied by documentation supporting the market-based salary lag or a bona-fide offer of employment **from another college or University**. The decision to grant an exceptional market ~~or equity~~ adjustment and the amount of the increase to be granted shall not be subject to grievance procedure. **CBA 31.25**

PROCEDURES FOR MARKET/~~EQUITY~~ SALARY INCREASE APPLICATIONS

Academic units with a department structure:
Applications for market ~~or equity~~ adjustments shall be submitted by the faculty member to the department chair, with a copy to the President or designee, on forms provided by the President or designee. It is the responsibility of the department chair to route the application through the appropriate review process.

Applications shall be reviewed separately by a department committee of tenured faculty **and the department chair**, ~~elected by the tenure-line faculty of the department. The department chair shall also review the application, and~~ **with the department chair forwarding both recommendations** ~~shall forward both recommendations~~ to the President or designee.

Academic units without a department structure:
Applications for market ~~or equity~~ adjustments shall be submitted by the faculty member to the Dean/Senior Director of the College/Library/Unit, with a copy to the President or designee, on forms provided by the President or designee. It is the responsibility of the Dean/Senior Director of the College/Library/Unit to route the application through the appropriate review process. Applications shall be reviewed separately by a unit committee of tenured faculty elected by the tenure-line faculty of the unit. The committee shall forward its recommendation directly to the President or designee.

The president or designee may request a recommendation from the Dean/Senior Director of the College/Library/Unit.

All recommendations to the President or designee shall be written, and copies shall be provided to the applicant.

Upon written request by the CFA campus Chapter President to the President at a campus, the President or designee shall provide a list once each year to the CFA of the faculty members on each campus who have received a market adjustment, and the amount of increase granted.

67 **CAMPUS CALENDAR**

68 Applications for an a market increase must be submitted no later than March 15. To be
69 considered outside this calendar, applications must be accompanied by a bona fide offer of
70 employment. Decisions regarding application for market adjustment (accompanied by a
71 bona fide offer) will be made in a timely manner.

72 ~~Applications for an equity increase must be submitted no later than March 15.~~
73 Recommendations from the tenured faculty committee and the department chair (or
74 equivalent) are due to the President or designee no later than April 15.

75 The decision of the President or designee will be made no later than the last day of the
76 semester.


77



MEMORANDUM

DATE: March 6, 2015

TO: Graham Oberem, Provost and Vice President, Academic Affairs
Lorena Meza, Vice President, Student Affairs
Matthew Ceppi, Chief of Staff, President's Office
Kamel Haddad, Vice Provost, Academic Affairs
Travis Gregory, Associate Vice President, Human Resources & Payroll Services
Michelle Hunt, Associate Vice President, Faculty Affairs
Patricia Reily, Veterans Director, Student Affairs
Wesley Schultz, Interim Dean, Graduate Studies and Research
Laurie Stowell, Chair, Academic Senate
Veronica Anover, Professor, Modern Language Studies
Marie Thomas, Professor, Psychology
Robert Carolin, Associate Dean, Extended Learning
Dawn Formo, Dean, Undergraduate Studies
Dilcie Perez, Dean, Student Affairs

FROM: Karen S. Haynes 
President

SUBJECT: Tasks and timelines for next steps in Diversity Mapping Project

As you are aware following the quantitative and qualitative diversity mapping that Halualani and Associates (H&A) completed and the multiple forums held on campus during the week of February 16, Arturo Ocampo, AVP for Diversity, Educational Equity, Inclusion and Ombuds synthesized comments from those forums and surveys and provided to me. These were informative and, as they relate to specific recommendations, will be shared with the appropriate groups. 40 people who attended forums completed the surveys. Consensus across constituent groups who completed survey and Diversity Mapping Steering Committee and the Ad Hoc Leadership team were on recruiting and retaining diverse faculty and staff and strengthening diversity content in the curriculum.

We agreed at the beginning that this was not simply an exercise in collecting data, but to inform our next step in moving our campus forward in strategic ways to improve practices.

Further, it is clear that these next actions need to be led by individuals on campus with positional authority and responsibility to oversee the forward progress of these recommendations. The Diversity Mapping Steering Committee has completed its work of overseeing the mapping process, and its role has now ended. It is now up to the individuals who have been identified to move the campus forward with implementing the recommendations of H & A.

Attached you will find the final matrix of primary responsibilities of the recommendations and where your responsibility for convening and/or collaboration has been assigned. For all background information, the diversity website can be found at:
<http://www.csusm.edu/equity/diversitymapping/index.html>

On this website you will find:

- Recommendations and an action matrix
- H & A slidecast overview
- H & A mapping informational slidecast
- H & A ebook of data – still waiting to receive; will be uploaded upon receipt

To each of the conveners, I am requesting the following be submitted by May 1, 2015 to Arturo Ocampo. He will provide a brief progress report that includes the data you have provided to me. Do not take action until these hand-offs and early tasks have been discussed and approved by the Executive Council.

1. Confirm that you have convened the people needed to work on the recommendations assigned to you.
2. Provide an initial assessment and review of the recommendations you have been assigned.
3. Identify, as possible, individuals within your units/departments/organizations (or in the case of Academic Senate, committees) to whom you are handing off responsibility for portions of those recommendations.
4. Identify any "low hanging fruit" that might be prioritized for early/quick action in the summer or fall.
5. Identify any urgent needs among the recommendations assigned to you, even if they are not necessarily "low hanging fruit".
6. Identify whether funding is needed for any of the above actions. I have decided that funding for 2015/16 activities will be one time funding; and any ongoing or additional funding will be included in the University Budget Committee process for 2016/17.

In order to ensure that this work proceeds in a timely fashion, and that "high order" tasks move forward in the planning stage, the following will also be assigned:

- AVP Ocampo will draft a revised and updated Diversity Strategic Plan.

- AVP Ocampo will work on this over the summer, present to Executive Council, and have ready for campus conversation and input in early Fall 2015.
- AVP Ocampo will build on the work accomplished over the past 3 years and take into account recommendations that have not yet been met as well as the recommendations from H & A.
- CSUSM Executive Council will work on redefining the structure and scope of the Office of Diversity, Educational Equity and Inclusion after receiving progress reports and discussions with AVP Ocampo about revisions to the Diversity Strategic Plan.
 - A draft document regarding changes to the structure and scope of the office, which, with the suggested revisions of the strategic plan, will be ready for campus conversation and input in early Fall 2015.
- These two might be the major focus of an early campus conversation in fall 2015.

Proceeding forward, it seems prudent and necessary for bi-annual progress reports to be submitted to AVP Ocampo. The Executive Council will review progress reports twice a year at the end of each academic semester. In the comments synthesized by AVP Ocampo, it is also apparent that we need to develop a communication plan to assure we are working collaboratively and without overlapping or competing initiatives.

c: Executive Council

Adam Shapiro, Dean, College of Humanities, Arts, Behavioral and Social Sciences

Mike Schroder, Dean, Extended Learning

Bridget Blanshan, Associate Vice President, Student Affairs

Scott Hagg, Associate Vice President, Enrollment Management Services

Arturo Ocampo, Associate Vice President, Diversity, Educational, Equity & Inclusion

Diversity Mapping Action Matrix

1.0	Institutional Practices	Responsible:	Convenor:
1.1	Re-define the structure and scope of the Office of Diversity, Educational Equity & Inclusion	Executive Council	Graham Oberem
1.2	Create a new Diversity Master Plan with clear vision, goals and framework	President/AVP DEEI	Arturo Ocampo
1.3	Foster positive relationships among faculty and staff	Executive Council	President Haynes
1.4	Establish ongoing Town Hall Forums on Diversity per suggested issues	AVP DEEI	Arturo Ocampo
1.5	Confirm collaborations across Academic Affairs, Student Affairs the other divisions	Executive Council	Lorena Meza
1.6	Develop an assessment framework for diversity	AVP IPA/AVP DEEI	Matt Ceppi
1.7	Strengthen the role of Faculty/Staff Associations	AVP DEEI	Arturo Ocampo
1.8	Align activities and appropriate actions that prioritize Hispanic student success and excellence	VPSA/AVP DEEI/Dean of UGS	Lorena Meza
1.9	Include additional diversity items in next Campus Climate Survey	AVP IPA	Matt Ceppi
1.10	Create opportunities targeted for staff	AVP DEEI / AVP HR	Travis Gregory
1.11	Microaggressions - training/professional development for faculty and staff	Provost/AVP HREO	Travis Gregory
1.12	Recruit and Retain diverse faculty and staff	AVP HREO/AVP Faculty Affairs	Michelle Hunt
2.0	Curricular	Responsible:	Convenor:
2.1	Fortify the plans for Native American Studies & clarify its Curricular Scope	Provost/Native Studies Task Force	Graham Oberem
2.2	Engage Active Duty/Veterans in curricula and co-curricula activities	Academic Senate/Vet Center Director	Patricia Reily
2.3	Incorporate diversity into graduate courses and seminars	Dean GSR	Wes Schultz

Diversity Mapping Action Matrix

2.4	Review diversity related undergraduate course offerings and scheduling	Vice Provost/Academic Deans	Kamel Haddad
2.5	Implement 2 general education diversity areas - Domestic and International/Global Diversity Issues & Multiculturalism	Academic Senate	Laurie Stowell
2.6	Elevate and fortify plans for Ethnic Studies, and Women's Studies	Academic Senate	Laurie Stowell
2.7	Integrate diversity content across core subject and disciplinary matter	Academic Senate	Laurie Stowell
2.8	Discuss how to integrate diversity student learning outcomes and competencies across the curriculum	Academic Senate	Laurie Stowell
2.9	Confirm diversity and inclusion as an institutional learning outcome	Academic Senate	Laurie Stowell
2.10	Expand and deepen issues of power when focusing on international/global in undergraduate and graduate courses	Academic Senate	Laurie Stowell
2.11	Create faculty learning/research communities around core diversity courses	Faculty Center	Veronica Anover & Marie Thomas
2.12	Conduct assessment in study abroad and cultural exchange programs	AVP International Programs	Robert Carolin
2.13	Student retention & graduation	Dean UGS/GISC	Dawn Formo
3.0	Co-Curricular / Student Engagement	Responsible:	Convenor:
3.1	Create opportunities targeted for graduate students	Dean Graduate Studies / Dean of Students	Wes Schultz
3.2	Create opportunities for specific groups of students	Dean of Students / AVP DEEI	Dilcie Perez
3.3	Expand efforts to be inclusive of disabilities, generation, socioeconomic status, religion, gender, with focus on intersectionalities	AVP DEEI / Student Affairs	Arturo Ocampo
3.4	Create conditions for students to access DELTA Level 5 throughout their time at CSUSM	VP SA	Lorena Meza