Notes from Department Chairs Meeting, January 25, 2005

The full Executive Committee meeting scheduled for January 25 was cancelled due to the death of Gail’s mother. Instead, the Associate Dean met with the Department Chairs and the Director of Resource Management from 10-11:30 AM.

Jim will send out notes from the Chairs meetings. These are informal, as there are no official minutes, but are intended to communicate the nature of the discussions.

Jim gave an update on registration and add/drop issues per his meeting last week with Ernie Griffin. There is a new philosophy of the Administration to try to capture as much of the initial demand as possible and to decrease crashing and add/drop numbers. Students are taking more units and the university is committed to increasing the entering freshman 6-year graduation rate, currently at 44%, up from 32% from a few years ago.

Faculty course (student) evaluations should be in the department offices by now. Jim will check with the Test Office to find out how we can get them back earlier so that faculty can see them prior to the start of the Spring semester.

The letter documenting our 2-year progress since our AACSB accreditation has been sent.

The final journal ratings list for all departments should be ready soon. When finished, this will be shared with the faculty.

Deb Tomic and Jim led a discussion about lecturer assignments and unit entitlements from information they obtained at a workshop they attended in December. This ties in with the 05/06 scheduling process.

The college is not in compliance with RTP requirements from the Senate Policy File, in which departments are required to articulate details of items to be included in the PDS and on-of-a-kind file and evaluation criteria for RTP. Jim shared some documents from other colleges and departments which are considered to be more in line with the PF requirements. Jim will work with Nik to create an initial model.

Jim and Nik led a discussion of the meeting from last week on the new capital campaign for which funding proposals are to be submitted by March 1. This is a five-year all-university campaign which focuses on people and programs. The Chairs are to initiate discussion on wish lists from the departments and programs. Gail will probably talk about this more at a future Executive Committee Meeting.

Jim passed out copies of the announcement for nominees for the Faculty Alumni Award. Nominations are due to the Office of Faculty Affairs by February 21.
Notes from Department Chairs Meeting, February 8, 2005

The Associate Dean, the Department Chairs, and the Director of Resource Management met from 10 AM - noon.

Jim and Gail will attend the CSU Academic Business Deans Meetings Thursday and Friday.

Jim put together and distributed the journal rating lists from each discipline. The Chairs will distribute the complete lists to their faculty for discussion.

Scheduling and faculty workload requests are underway. Jim suggested that for next year, the faculty workload request forms be distributed in the Fall for the workload decisions to be made prior to the first schedule iteration. All Chairs/Director will meet together to discuss workload assignments for next year.

Joyce has agreed to see what we can do for next year to speed up the return of the course evaluations to the departments well before the semester begins.

Gail had a request from another CSU CBA Dean regarding our criteria for supporting faculty to attend professional conferences. None of the departments has a formal policy. The Chairs felt that should be an area of executive privilege for them to make the determination of support.

Academic Plans are due March 1 from each department.

Ethan Singer has asked the College to consider offerings for 3 unit courses in which there might be 2 hours in class per week and 1 hour internet. Jim will ask Ethan if he has any effective model proposals from other colleges.

Jim discussed some strategic planning timelines that were suggested to the Strategic Planning subcommittee chairs so that faculty can have a document to review prior to the end of the semester. He and Deb discussed the model for staff involvement in the information gathering and representation on the committee which shall draft the formal plan.

Gail received a request from the President for a College SWOT as part of the planning for the university capital campaign. The Chairs/Director were asked to start thinking about filling this out per their department/school. This was on the agenda of the full Executive Committee meeting from two weeks ago that was cancelled. The form will be distributed to the rest of the Executive Committee, and will also incorporate the work from the strategic planning subgroups.

We discussed the need for faculty mentors to help the newer faculty learn about our system and begin to assume leadership roles. This discussion will continue at a future meeting.

For Fall, 2006, we need to identify graduate student support which is classroom-related. Such assignments will need to be GTA positions rather than GA positions.

Gail wants people to sit at the CBA tables for the Montys. Chairs were asked to get volunteers.
At the last meeting, Jim reported the SDSU 6-year graduation rate at 44%. The CSU 6-year rate us 31%.

Jim distributed the proposed flyer for endowed chairs for the IB program and asked Chairs to proof their write-up and get this to Nancy Kavanaugh ASAP.

Gangaram asked if there was a Sunshine Fund to send flowers to Chee Chow’s family. Accounting/IDS has their own fund and will be asked to coordinate donations from those in the College.

Bonnie Zimmerman has volunteered to speak to the group on lecturer assignments and unit entitlements. Given the current priorities facing the committee, Jim and Deb will be the point people for the College on these issues.
The Executive Committee Meeting scheduled for February 22 was switched to a Chairs meeting, due to an emergency situation of the Dean. The Associate Dean, the Department Chairs, the Dean (until 10:30 AM) and the Director of Resource Management met from 10 AM - noon.

The entire meeting was devoted to a discussion of the Market Equity Plan. There is not uniform satisfaction with the program and the process, and not apparent consistency in how the departments establish criteria and evaluate applicants. We will devote a future meeting to looking at ways that we might improve the process and address the issues.
Notes from Department Chairs Meeting, April 5, 2005

The Associate Dean, the Department Chairs, and the Director of Resource Management met from 10 AM - noon.

Jim gave an impaction update. It appears we will have about 60-80 more new upper division students and about 200 additional sophomore pre-Business students for Fall 2005 than a year ago. Chairs have been asked to add 60 seats to each additional upper division core class and 200-level pre-Business class. They also have been advised to be ready to add more seats to the same classes for summer school, if the new students want to get ahead on their schedules.

The Chairs discussed the journal lists. Discussions are still ongoing in some departments.

Jim explained that given the University RTP Committee recommendations on promotion decisions, it was important that departments create policy on RTP requirements, as a follow-up discussion from an earlier meeting. It is important that faculty and candidates have a clear understanding of the expectations for tenure and promotion. Jim has couple of policies from other departments and drafted revisions which could fit in with our college. He will work with Nik after Real Estate recruiting is completed to see if there is something amenable to the Chairs and departments. Jim will invite Gene Whittenburg, who chaired the University RTP Committee to a future meeting and may also invite a representative from another college to hear their views.

There was further discussion of the Market Equity process. There is still confusion on this due to the vagueness of the language in the contract. The Marketing Department has drafted a proposal for departmental policy which the Chairs found to be reasonable. We concluded that proposal evaluators can reasonably assume information will be provided on Teaching, Professional Growth, and Service.

There was a discussion on lack of faculty participation and engagement and unequal distributions of faculty representation across departments on key committees and assignments. There were no Senate candidates, the college position on the Graduate Council has not been filled, only one faculty member attended the Monty’s, and there were no nominations from the faculty for the Faculty Alumni awards. Two of the four strategic planning faculty subgroups were chaired by Marketing faculty, and Heather Honea took over the brunt of the work on a third subgroup (the External Programs subgroup) when Tom Warschauer was unable to continue as Chair. Jim talked about the need for mentorship from the Chairs and senior faculty to junior faculty, not just for helping faculty in professional development, but on working with the recently tenured faculty to bring them into leadership positions in the governance process. Jim also will bring the involvement issue to the Steering Committee for suggestions as to how to handle critical unfilled positions at the university level such as the Senate and the Graduate Council.

Jim raised the issue that arose from the Strategic Planning Group about communications to the faculty and staff. While it is easiest to distribute notes such as these by email, some would prefer hard copy. Jim asked the Chairs to coordinate with their office Administrative Support Coordinators (ASC) to create a list of faculty/staff who would prefer hard copy notes. Jim will print a hard copy of his communications for each ASC.
Gail was out of town, so the scheduled Executive Committee was cancelled. The Associate Dean, the Department Chairs, and the Director of Resource Management met from 9:30-10:30 AM so that they could attend the presentation of the Real Estate candidate.

Jim gave an update on FTE targets for the 2005-2006 academic year. The college has been asked to significantly increase its FTEs from a year ago, and funding will be available for additional classes. Jim and Gail will be meeting with Associate VP for Academic Affairs Ethan Singer in the near future to discuss this.

Four of the five school/departments have general consensus on the journal lists. John agreed to draft a memo on the history of how we got to this point with the formation of the lists. Jim will draft a memo for discussion on the use of the journal lists and the point system. Once the Chairs agree to the format, this will be brought by the Chairs to the departments.

Nik and Jim are working on a draft of a document for RTP with suggested minimal requirements for untenured and promotion-eligible faculty in the CBA. They should be ready by the next meeting to present the draft for discussion by the chairs.

Jim presented a report from Kelly on the room utilization for the college. It appears that after the College of Education, the CBA has the highest percentage of its course offerings after 4 PM and in the evenings. Our efficiency on room utilization seems to be comparable to the other colleges across campus.

The college will be contracting with a Digital Measures to upgrade the database that we keep all faculty information (vitae, schedule B, etc.). This will greatly improve the efficiency of the current system and make it easier for faculty to update their records. It will also make it easier for us to pull information as needed for various reports to AACSB and the university. Kelly and Jolene (her student assistant) will be working over the summer on the design of the new system and conversion of our current system.

Jim reminded the Chairs/Director that signed Faculty Development plans were long overdue.

The Chairs briefly discussed the Nancy Marlin visit for April 29. They asked Jim to request to the Steering Committee that Jim Beatty moderate the session.

There was a brief discussion about a set of course articulation requests sent to the Chairs about an IB program that Arts and Letters would like to set up in Hong Kong. This information has been sent to the Undergraduate Committee, and Jim reflected the discussion form the meeting of the UG Committee that he attended on Monday.
Notes from Department Chairs Meeting, May 3, 2005

The Associate Dean, the Dean, the Department Chairs, and the Director of Resource Management met from 10:00 AM -12:15 PM.

Deb asked the chairs to give her a list of software licenses used by the faculty for specialty software not typically used by the entire college.

Jim distributed two information items: a copy of the recent article from Business Week on the downturn of the applicant numbers for MBA programs and our AACSB-reported ethnic distribution in our current MBA programs.

Kelly Doiron joined us to discuss the first draft of the class schedule for Spring 2006. We need to have appropriate major coursework in the Spring for the additional new students from Fall 2005 who take their core classes in the Fall.

John presented a summary draft of the history of the development of the journal rankings. Jim presented a draft of the proposed uses of the journal rankings and the intellectual contribution point system, and the committee discussed a revision to the current point system to account for the new journal rankings. When these are finalized, they will be presented to the faculty.

Jim and Nik presented a draft of some suggested RTP guidelines, similar to a model used by the Economics Department. There was a considerable discussion about the proposed model, but agreement that in light of the RTP process, that this is a necessity for faculty development, retention, and recruiting. We will fine tune this and present it to the faculty.

Jim commented on the faculty development plans. He discussed making some changes for next year for both the form and the timing. The process for teaching load requests will move to the end of the November, and the faculty development plans will move to May. This will allow faculty to finalize their plans before leaving for the summer, when often a significant amount of work is done. Teaching load decisions will now be made before the beginning of the scheduling process. Alterations on the form will include a request for a publication target, if the work is deemed to be at the “B” level or higher, and the Chairs will be asked to evaluate the progress of the work from the previous year’s plan.
Notes from Department Chairs Meeting, May 17, 2005

The scheduled full Executive Committee was cancelled. The Associate Dean, the Department Chairs, and the Director of Resource Management met from 9:30-10:40 AM prior to the presentation by the Real Estate candidate.

Jim stressed the importance of communications to the faculty. This is a priority that has been mandated by the Provost. There is misinformation in facts that faculty communicate to other CBA faculty and others on the campus, and it is important that faculty have accurate information. Misinformation and inaccurate rumors are harmful to our college.

Chairs were urged to create ads to expand their lecturer pool by advertising on the SDSU web site. There is a possibility that we will need to open additional sections of undergraduate courses beyond the core for Fall 05 and Spring 06 and we need to ensure that we have used all opportunities to expand our lecturer pool, especially for courses for which there needs to be more concentrated expertise and knowledge.

Some summer school sections are starting to be closed. We are well below target for enrollments, but sophomores have not yet registered and we anticipate coming close to our original projections. Chairs need to monitor their classes that fill to determine if extra sections will be needed. Jim also went over the new CFA agreement which applies to summer school classes.

Jim urged the Chairs to remind their faculty of the importance of the honors ceremony on May 20 to the students and their families. Jim will send out a reminder announcement, urging faculty to attend.

Jim distributed a copy of a student evaluation form used by Cal Western Law School, which he also will bring to the Steering Committee. As we are going to online student evaluations, this gives us an opportunity to revisit the current form to determine if we want to make any alterations.

Joe distributed a copy of the most recent draft of the Community Awareness Survey that Randy Carmical is coordinating. Chairs were asked to give their comments to Joe within a few days.
Notes from Department Chairs Meeting, May 31, 2005

The Associate Dean, the Department Chairs, and the Director of Resource Management met from 10:00 AM -12:00 PM.

Gene Whittenburg talked to the Chairs about his experience this year as Chair of the University Promotion and Tenure Review Panel (UPTRP). He noted that standards for getting a positive recommendation for tenure and promotion from the committee have significantly increased in the ten years since his previous service on the committee. Most of the meeting was spent on the discussion as to how we can effectively present cases for CBA faculty to the UPTRP. Gene and Gretchen Vik were conducting a workshop for the faculty that afternoon.

These higher standards make it even more critical to the college that we have agreed upon RTP standards that are understood by and acceptable to the Provost. The main agenda item for the Chairs this summer will be to complete the draft of suggested RTP evaluation requirements to bring to the faculty, which Jim will run by Nancy Marlin for her comments.

Chairs were given examples of lecturer pool ads to create for each of their departments. They have been asked to have ads to ODE by June 15 to get approval for posting at the University HR website.

Jim updated Summer school numbers. Our FTEs are down from what we were hoping for, but the entire university is down by the same proportion. Chairs and Jim have talked about sections with low enrollments and what to do. We are trying to carry courses that are final major courses for seniors to complete graduation in the summer.

Both Executive Committee and Chairs will meet during the summer, as schedules permit.
Notes from Department Chairs Meeting, June 28, 2005

The Associate Dean and the Department Chairs met from 10:00 AM -12:00 PM.

Jim went over a couple of housekeeping issues and passed out a handout showing the impact of non-CBA students on CBA upper division classes from Fall 04 and Spring 05.

Most the meeting was spent in discussion of the document on RTP criteria. The chairs decided to look at this as a set of standards for the college, and then allow the departments to modify as they find appropriate. We got about halfway through the document and will still need another session to finalize the wording.
Notes from Department Chairs Meeting, July 26, 2005

The Associate Dean, the Dean, the Department Chairs, and the Director of Resource Management met from 10:00 AM -12:00 PM.

Randy Carmical discussed the upcoming alumni luncheon and ideas for promoting and celebrating the 50th anniversary of the CBA.

We spent the rest of the meeting in discussion of the document on RTP criteria. We hope to have something finalized by our next meeting. When we get to that point, the proposed document will be shared with the faculty by the Chairs, and also given to the Steering Committee.

Jim is working on a document which details to some degree the publication records of faculty who have been promoted and tenured in the past five years. He has requested permission from those faculty members to use their information, and so far, the response has been mostly positive. The purpose of this document would be to help assist current faculty going through the RTP process, as well as for recruiting faculty for tenure-track positions.
Notes from Department Chairs Meeting, August 23, 2005

The Associate Dean, the Dean, the Department Chairs, and the Director of Resource Management met from 10:00 AM -12:00 PM.

Jeannie Barta and Todd Summer from Aztec Shops made a quick presentation to the group on what they are doing to try to keep book costs down.

Jim passed out a request from CSU Dominguez Hills for reviewers for BS/MBA/Minor programs. Chairs were asked to give names of interested faculty members who might want to participate in this.

Jim gave a brief report on FTE from computer registration so far. We are ahead of last year, but behind our target. Chairs were asked to try to create some extra seat capacities in some sections of their core classes, if possible.

Chairs were asked to have a discussion within their departments on their goals for 2005/06.

Deb and Kelly Doiron spoke to the Chairs on Lecturer Work Issues and the need to track correspondence on offering of courses.

We have completed our draft of the RTP criteria statement. There is still to be determined whether we want to make external review a requirement in the tenure/promotion process. The Chairs will bring this to the department faculty for discussion. Jim will also give this to the Steering Committee for discussion of creating a college-wide policy. In order to be fair to faculty members going through the RTP process this year, we would like to have something in place for RTP decisions for Fall 2006.

Jim shared a draft of the table documenting the professional growth accomplishments of CBA faculty members who have received a positive tenure and/or promotion decisions during the past five years and are willing to share their data. After some cosmetic changes are made, this will be distributed to the Chairs to share with the faculty.

As we are expanding our Study Abroad programs, there are concerns about some of the issues involved with potential exchange program. Jim will compile a list of concerns from the Chairs and we will share these with Theresa Donahue, who is coordinating the Study Abroad efforts for the college.
Notes from Department Chairs Meeting, September 20, 2005

The Associate Dean, the Department Chairs, and the Director of Resource Management met from 10:00 AM - 12:20 PM.

We went over the salary overload 25% rule as it pertains to hiring and additional teaching. The 25% rule applies to the academic year to SDSU-related accounts. Faculty can make an additional 33% of their salary from SDSU-related accounts prorating the academic year (9 months) to a full year.

The Chairs had been asked to send the proposed RTP criteria document to their faculty and take a straw poll as to the desire to have a college policy. The results were mixed, as many faculty were hesitant to approve a college policy until they saw what it would look like. Therefore, it was decided that each department should take the template model and make adjustments as it sees fit for the department. These will be due March 15, 2006. As a major role of the College RTP Committee is to ensure consistencies in evaluating candidates across the college, Jim will examine the department policies to see if the standards used by the departments afford this consistency. If he feels the policies are not consistent among the departments, then he will bring this back to the Steering Committee for the discussion of a college policy.

The college is in the discussion phase of FTE targets for 2006. Each chair was asked to look at the Summer 2005 schedule and estimate where FTEs for this summer could be added or lost. Jim will give this information to Ethan for consideration of our Summer target.

We had a meeting last week about Study Abroad, and there was a short discussion as a follow-up. Chairs are most concerned about classes that are upper division in the CBA that are taught at lower division at universities outside the US.

With the new GA/TA contract, we are required to develop policy for hiring and evaluating GA/TAs. The chairs felt this would be best done at the college level. Jim will work on this.

The College will have a membership in the San Diego Telecomm Council, which has activities that are often of interest to faculty.

Chairs were asked to help out in the staffing for the SDSU booth at the NBMBAA Conference in October. Ken Marino will be coordinating the efforts for the college.

Department assessment reports are due to Pat Patterson on October 15.

Chairs were asked to report their department goals for 2005/06 to Jim.

Bonnie Zimmerman is drafting policy for the Market/Equity Salary Adjustments. Chairs were asked to give their comments to Jim to forward to Bonnie.

As some departments are updating their Policy Files (PFs), Jim distributed a list of topics that should be covered in the PFs.
Jim asked the Chairs to try to find someone to fill the position on the Graduate Council. There is a concern about the distribution of committee service across the college. This will be discussed in the next meeting as part of the workload policy.
The Associate Dean, the Dean, and Department Chairs met from 10:00 AM -12:00 PM. Kathy Krentler and Pat Dintrone were invited and present for the discussion on the general BA major.

Jim asked all of the Chairs to attend one of the sessions for the Assistant Deans candidates.

Jim discussed some of the problems with the grant applications. Too many faculty did not follow instructions and make the appropriate number of copies of their applications for Jolene. As most of the applications came in at the last second, by the time this was discovered, the Dean’s Office staff spent much of two days doing copying and collating the needed extra copies. Had Jim known about this, the applications would have been returned back to the faculty for them to do the copying a requested. This will be corrected next year when Kelly returns. The Chairs were also asked to take a more proactive role in explaining to and working with their faculty on the importance of following directions and putting their best work forward when people outside their department and college are going to evaluate it. When faculty don’t follow directions and make mistakes in their proposals, it gives others across campus a chance to form less than favorable opinions about the quality of work that comes from the CBA.

The Chairs continued the discussion on the option of a General BA major, as suggested in the Strategic Planning Implications document. Jim had a student assistant check on the web sites of the schools ranked in the top 40 and ties on the latest US News and World Report b-school rankings. After confirming the details of the initial results, he found only one school had only a general major (with no other majors) and eight other schools had a general major in addition to the traditional majors. The Chairs concluded that the undergraduate program is a strength of the college and to make a radical change for efficiency reasons was not appropriate. While they agreed that we clearly need to create more efficient programs and tracks for undergraduate CBA students, they were unanimous in their opposition to the addition of a BA major. Gangaram pointed out that the Management degree basically allows for this option.

The Chairs discussed the set of initiatives that had been developed for the Strategic Planning (SP) committee. They supported the ideas and the information that has been generated by the faculty, staff, and the SP Committee itself. They noted that the vision of the college was still missing from and needed as part of the discussions. The Chairs recommended that once the qualitative information is completed by the SP Committee, that the responsibility for the Strategic Plan be shifted to the Executive Committee. As this committee is composed of the administrators, faculty and staff responsible for implementation of the initiatives from the various SP subgroups (undergraduate, graduate, self-support, governance, and staff), the Chairs felt that they should be more involved in the final completion of the planning and implementation stage, and therefore take the responsibility for finishing the plan given the information that has been provided so far by the faculty and staff.

We will have approximately 100 additional new upper division CBA majors in the Spring than originally planned and scheduled. Jim is reviewing the upper division core seats and asking the Chairs to have an additional seats available to add if enrollment forecasts are as most recently suggested.
The have been concerns raised that the service workload is not evenly distributed among the faculty in the college. All tenured faculty are expected to make significant service contributions as part of their workload, and tenure-track faculty are expected to be somewhat involved at an early stage and more involved after a couple of years. Jim will develop a form for a Schedule C, which will document faculty service activities from the previous two years and plans for the upcoming year. The Chairs will develop a list of critical positions within the college and university that are expected to be filled by faculty as part of their workload.

At the previous Chairs meeting, we had discussed developing college policy for hiring and evaluating GA/TAs. We have no comparable policy for hiring faculty in the CBA PF, so the Chairs were asked to do this at the department level.

Jim has not received department plans for the year from several departments and asked the chairs to submit those to him ASAP.

From the beginning of registration through census date, we get weekly enrollment reports which are distributed in copy to many people throughout the college. As this information is all available on the web, this involves much unnecessary copying time and expense. The Chairs decided that a copy should be sent to and kept in each department office and the original reports will be kept in Kelly’s office.

There was a quick discussion on safety survey compliance reports.

The chairs also had a brief discussion about course equivalencies and the proposed undergraduate IB program to be delivered at the Chinese University of Hong Kong.
Notes from Department Chairs Meeting, November 15, 2005

The Associate Dean, Department Chairs, and the Director of Resource Management met from 10:00 -11:45 AM. Ken Marino, Randy Carmical and Joyce Ruocco were invited to discuss several issues.

Randy proposed having alumni events that were department specific. Joyce talked about plans for the college holiday party.

Deb asked the Chairs to give her ideas of additional sections that might be added to the Spring 2006 schedule, so she could budget accordingly.

Jim led a quick discussion about scheduling for Summer 2006. Ken proposed some ideas for graduate classes in the schedule so that graduate students could enroll in two classes concurrently, if they desired.

We discussed the proposed Schedule C form for service activities, and a revised point system for the Schedule B. The Schedule C will be a part of the workload request, and we agreed that the point system for the Schedule B was to be used only at this point for determining if faculty had satisfied the minimum requirement for an 18-unit teaching load.

Workload requests for teaching loads for AY 2006-07 will go out next week, so that the Chairs can evaluate requests and make assignments prior to scheduling for next academic year.
Notes from Department Chairs Meeting, December 13, 2005

The Associate Dean and Department Chairs met from 10:00 AM – noon.

There is a proposal from the Central Administration to move up registration dates for Fall 2006. With students registering for their classes earlier, this would require us to possibly add additional sections at earlier dates for courses as demand dictates. We should have a pretty good idea as to where the extra demand might be, well before registration begins. This hopefully avoids the last-second schedule crunch of adding sections. The chairs supported this suggested change.

Each college has been asked to nominate two faculty members from the college to serve on the review team for the Dean of the College of Extended Studies. The Chairs agreed that Mike Hergert and Nathan Oestreich would be excellent candidates to represent the college.

The remainder of the time was spent discussing and approving teaching load requests for the college faculty for AY 2006/2007. Jim suggested, and the chairs agreed, that with faculty being more productive, there needs to be clearer standards to encourage and allow faculty to apply for reduced teaching loads. Thus, we felt there needs to be specific language in a teaching load policy to set detailed criteria for this. As the Provost will insist on our assigning low-productive faculty higher teaching loads if we are going to reward highly productive faculty with reduced teaching loads, we must also do a better job defining and enforcing the standards required for what has become CBA “normal” teaching loads. Jim and the Chairs are going to be working on refining the language for a better Teaching Load policy.

Jim will also be reviewing the Schedule Cs submitted by the faculty. John made a suggestion that for next year, we separate the form into separate tables to detail results from previous years and plans for the current year. We will incorporate that into the form for next year.