

CALIFORNIA STATE POLYTECHNIC UNIVERSITY, POMONA

ACADEMIC SENATE

EXECUTIVE COMMITTEE MINUTES

Wednesday, October 8, 2025

CLA Building, 98, P2-8

Zoom Link: <https://cpp.zoom.us/j/82679679313>

Zoom ID: 826 7967 9313

Passcode: executive

Attendees: Greg Barding, Aaron Cayer, David Edens, Ghada Gad, Peter Hanink, Rita Kumar, Kelly Min, Brian Newman, Dennis Quinn, Julie Shen, Faye Wachs, and Gerd Welke.

Guests: Jeffrey Roy, Interim President Levine and Provost Gomez

1) Minutes

Executive Committee Meeting Minutes from October 1, 2025

There was no discussion.

Senator Newman motioned to approve the meeting minutes. Senator Shen second.

M/s/p approve the Executive Committee Meeting Minutes for October 1, 2025.

2) Chair's Report

Senators' Comments to Five Minutes during Senate Meetings:

- Chair Hanink reported that he has reached out to all Senators who are responsible for delivering reports during Senate meetings. He emphasized the importance of keeping spoken comments to approximately five minutes whenever possible.
- This time management measure is being encouraged in anticipation of increasingly complex and busy Senate meetings throughout the semester.

Action Items:

- Senators are encouraged to prepare concise reports to adhere to the five-minute speaking guideline.
- Continued monitoring of meeting flow and time management will be maintained as the semester progresses.

GI 2025 Symposium:

- Chair Hanink announced that he will be attending the GI 2025 Symposium during next week's Senate meeting.
- In his absence, Vice Chair Greg Barding will serve as the Acting Chair for the meeting.
- Former Senate Chair Rita Kumar has kindly volunteered to assist Vice Chair Barding with all aspects of managing the meeting to ensure it runs smoothly.

Action Items:

- Vice Chair Barding to prepare to chair the upcoming Senate meeting.
- Former Senate Chair Kumar to coordinate with Vice Chair Barding in advance to support meeting facilitation.

3) Vice Chair's Report

AA-003-256 2026-27 Academic Calendar with 5-Year Projection – **REFERRAL**

Discussion Summary:

- Vice Chair Barding reviewed the **standard academic calendar** and noted he had no general comments but raised a **specific concern** regarding the **timing of the summer term** in relation to the start of the fall semester.
- This year marked one of the first instances since semester conversion where **summer finals and the start of the fall contract period occurred on the same day (Monday)**.
- This overlap created **logistical challenges** for departments, particularly with the **Post-Enrollment Requisite Check (PERC)** process. The tight timeline allowed only a narrow window (Tuesday and Wednesday) for departments to adjust student schedules after the registrar ran reports.
- Vice chair Barding noted that the **same scheduling conflict is expected for the next two calendar years**, with summer finals and fall start dates again aligning closely.
- Senator Welke expressed concern about the **late start of the summer term**, which now begins in June, and questioned whether this could be addressed or adjusted in future calendars.
- While no immediate solution was proposed, Senator Welke emphasized the importance of **considering this issue before finalizing the calendar for submission to the Chancellor's Office**.
- Vice Chair Barding concluded that aside from this concern, the calendar report appears ready for **referral to the appropriate committee** for further review.

Action Items:

- Calendar committee to **review the timing of summer and fall term overlap** and assess potential remedies.
- Consider adjustments to future academic calendars to **alleviate pressure on departments and students** during the transition between terms.

- Proceed with **referral of the calendar report** to the committee for formal review and recommendations.

Senator Welke motioned to send the referral to committee. Senator Edens second.

M/s/p to send AA-003-256 to the Academic Affairs Committee.

AP-006-256 Policy 1121 Blended Program Update – **REFERRAL**

Discussion Summary:

- Vice Chair Barding provided an update on the Blended Program Policy, which allows students to enroll in a 4+N program—a combined bachelor’s and master’s degree pathway.
- The update pertains to unit requirements that determine when a student transitions from undergraduate to graduate status. This distinction is important for academic tracking and financial aid eligibility.
- Graduate Studies is requesting a change in the unit threshold for this transition, reducing the requirement from 90 units to 75 units.
- Vice Chair Barding confirmed that all links in the proposal worked and recommended the item be referred to committee for further discussion, particularly regarding the impacts of unit changes on:
 - Financial aid eligibility
 - Full-time vs. part-time status
 - Cost implications for students entering graduate-level coursework
- A question was raised by Senator Ghada Gad about whether this change was related to recent General Education (GE) revisions, particularly reductions in unit requirements. However, it was clarified that this proposal is not connected to GE changes.
- Vice Chair Barding noted that track changes in the document confirm the proposal is limited to unit count adjustments and does not involve GE requirements.
- The proposed eligibility criteria now include:
 - Completion of at least 75 semester units (reduced from 90)
 - Students must not have completed more than 134 units
 - A minimum GPA of 3.0 in the most recent 45 semester units

Action Items:

- Refer the blended program unit change proposal to the appropriate committee for review and discussion.
- Committee to evaluate potential impacts on student financial aid, enrollment status, and program costs.
- Monitor any further developments or related proposals, especially those tied to GE revisions.

Senator Edens motioned to send the referral to committee. Senator Barding second.

M/s/p to send AP-006-256 to the Academic Programs Committee.

4) Reports

Presented by Dr. Jeffrey Roy, Chair of the Academic Affairs Committee

Chair Hanink took a moment to thank Senator Jeff Roy for his work with Priority Registration.

AA-001-256 Creation of Academic Year 5-Unit Time Modules

Discussion Summary:

- **Proposal Overview:**
 - A referral was submitted by the Department of Mathematics and Statistics (authored by Jenny Switkes, Barrett Givens, and Randy Swift) proposing the creation of 5-unit time modules.
 - The proposal aimed to combine Math 1070 and 1060 into a single 5-unit course, reducing the total unit load for students and streamlining the curriculum.
- **Committee Review:**
 - The committee consulted Dr. Keith Forward to evaluate how the proposed time modules would align with the university-wide schedule and their potential impact across departments.
 - Dr. Forward provided a written response with revised time module suggestions and attended the September 17th meeting to explain his rationale.
 - One of the proposed time modules was noted to be slightly misaligned (by approximately 15 minutes), but otherwise the modules were considered reasonable.
- **Ongoing Review:**
 - Dr. Forward is currently conducting a comprehensive review of over 400-time modules in use across the university.
 - He anticipates proposing a more efficient, student-centered schedule, with formal recommendations expected by Fall 2027.
- **Department Response:**
 - Following Dr. Forward's input, the Department of Mathematics and Statistics met with him directly to discuss adjustments.
 - As a result, the department decided to withdraw the current referral to revise their proposal in alignment with anticipated broader scheduling changes.
 - An updated referral is expected soon.
- **Additional Notes:**

- A minor discrepancy was noted in one of the proposed time blocks (Monday/Wednesday/Friday 12:00–12:25), which may need correction if the proposal is resubmitted.
- The current referral has been officially withdrawn and removed from the agenda; therefore, no first reading will take place.

Action Items:

- Await resubmission of a revised referral from the Department of Mathematics and Statistics.
- Monitor progress of Dr. Forward’s university-wide time module review.
- Ensure any future proposals address alignment with the broader scheduling framework and correct minor formatting inconsistencies.

AA-005-234 Change the Grade for Zero-Unit Continuation Courses

Discussion Summary:

- Senator Jeff Roy presented an update on a referral regarding the manual grade change process for zero-unit graduate continuation courses (e.g., 6990 and 8990).
- The referral, submitted by former Senator Gwen Urey, was titled “*Stop Wasting Faculty Time on Meaningless Paperwork Referrals,*” highlighting the burdensome manual process faculty faced when updating grades from RP (Report in Progress) to Credit after students completed their work.
- Senator Roy contacted Connie Kuang (University Registrar) and Dr. Salomon Oldak (Faculty Director for Graduate Studies) for clarification.
- Connie confirmed that the issue had been addressed in 2023 through collaboration with IT and Graduate Studies. A new automated process now converts RP grades to Credit once students complete their work and receive a passing grade.
- This automated process:
 - Runs weekly on Wednesdays
 - Reduces manual intervention
 - Minimizes errors
 - Improves efficiency
 - Provides greater clarity for students and staff
- Dr. Oldak also noted an ongoing project to standardize the numbering sequence for all culminating experience courses, which may further streamline administrative processes in the future.
- Given the implementation of the automated system, no further action is required from the committee currently.

Action Items:

- None currently. The issue has been resolved through administrative and technical improvements.

AA-005-245 Correction to Policy 1021: Division of an Academic Department – **FIRST READING**

Discussion Summary:

- Senator Jeff Roy presented a referral regarding a correction to Policy 1021, which addresses the division of academic departments.
- Dr. Laura Masa authored the referral.
- Upon review, the committee identified a typographical error in the policy text:
 - One section of the policy correctly references the Academic Programs Committee as the responsible body.
 - However, another section incorrectly refers to the Academic Affairs Committee instead.
- The correction involves updating the policy to ensure consistency in committee references.
- Senator Julie Shen suggested a minor editorial improvement: adding a clear “Recommendation” heading to the report and beginning that section with the sentence, “*It is therefore the recommendation of the committee to correct the error...*” to distinguish it from the discussion portion.
- Senator Roy acknowledged the suggestion and agreed to make the revision.

Action Items:

- Update the referral report to include a “Recommendation” heading and revise the opening sentence of that section accordingly.
- Proceed with the correction to Policy 1021 to ensure accurate committee attribution.

Senator Welke motioned to send AA-005-245 to the Academic Senate Meeting Agenda. Senator Shen second.

M/s/p to send AA-005-245 to the Academic Senate Meeting Agenda for October 15, 2025.

5) Old Business

The Executive Committee appointed the following faculty member to the Academic Senate Standing Committee:

- **Wei Yu (CBA)(At-Large)** to the Faculty Affairs Committee

6) New Business

Tentative Academic Senate Meeting Agenda for October 15, 2025

New Senator – Michael Giang

Chair Hanink announced that the Academic Senate has a new senator, Michael Giang, who will replace Robert Blumenfeld and complete his term ending in 2027. Giang received five (5) nominations and works with the Psychology Department for the College of Letters, Arts, and Social Sciences.

New Senate Parliamentarian – Staff Senator Sabrina Toney

Chair Hanink mentioned that Staff Senator Sabrina Toney expressed interest in serving as the Academic Senate's Parliamentarian. He will follow up with her to confirm.

Discussion Summary:

- The upcoming Senate meeting will include:
 - Two second readings
 - One first reading
 - No new or old business
 - Two discussion items: *Lanterman* and *NAGPRA*
- **Discussion Item: Lanterman**
 - Chair Hanink will reach out to Anthony Orlando to request that he keep his presentation concise to allow ample time for Q&A, as a high volume of questions is anticipated.
 - Anthony Orlando serves as the faculty representative on the Lanterman Philanthropic Board and was also a member of the university committee that initially solicited proposals for the Lanterman project approximately 5–6 years ago.
 - He is considered a key source of updates on the project due to his involvement in both the presidential committee and the development process.
- **Discussion Item: NAGPRA**
 - The NAGPRA presentation is expected to be largely the same as the version received approximately three weeks ago.
 - It was confirmed that the IMF materials are also consistent with what was previously distributed.

Action Items:

- Chair Hanink to contact Anthony Orlando regarding time management for his presentation and to confirm his availability.
- Prepare for robust Q&A during the Lanterman discussion, given the anticipated interest and historical context.

Senator Barding motioned to approve the senate meeting agenda. Senator Welke second.

M/s/p approve the Academic Senate Meeting Agenda for October 15, 2025.

7) Discussion

Updates from Dr. Iris Levine, Interim President

1. Senate Meeting Absence

- President Levine informed the group that she, Chair Hanink, and Provost Gomez will not be attending the upcoming Senate meeting.
- The reason for their absence is due to their involvement in the GI2025 Symposium, which is considered a priority and valuable work.

2. Marketing and Branding Budget Overview

- President Levine addressed a previous question regarding additional branding and marketing expenses.
- The marketing budget for FY 2025–2027 supports the "Become by Doing" enrollment and awareness campaign.
- The campaign aims to:
 - Increase brand visibility.
 - Improve enrollment and yield rates in a competitive higher education environment.
 - Address skepticism about the value of a college education.

3. Strategic Marketing Focus

- The budget is heavily focused on advertising, which is now a strategic priority.
- The goal is to sustain and build upon previous branding efforts.

4. Branding Progress and Phase 2

- Over the past 5 years, the university has:
 - Developed a new brand identity (logo, messaging).
 - Refreshed the website.
 - Created branding materials and provided training for campus communicators.
- The "**Become by Doing**" campaign launched in January 2025.
- Phase 2 includes:
 - Further website updates.
 - Creation of enrollment assets such as viewbooks (pamphlets for prospective students with detailed information about the university and student life).

5. Enrollment Marketing Materials

- Viewbooks are distributed selectively to prospective students who have demonstrated a strong interest in Cal Poly Pomona, rather than being broadly distributed.
- College-specific messaging and email templates are currently in development to support targeted enrollment efforts.

6. Marketing Budget Details

- **Initial advertising budget** for the campaign:
 - FY 2025: \$767,000
 - FY 2026 & FY 2027: \$700,000 each year
 - Total: 3-year campaign funded through the **Bright Tomorrow allotment** (Mackenzie Scott donation).
- Budget covers:
 - Asset development
 - Advertising
 - Research
 - Stakeholder engagement
 - Training
 - Website enhancements

7. Campaign Strategy

- **Year 1 Focus:** Asset building
- **Years 2–3 Focus:** Optimization of assets and sustained advertising
- Research indicates **at least 7 exposures** are needed for effective brand recall.
- The **Los Angeles market** requires significant investment due to its size and diversity.

8. Peer Institution Comparisons

- Peer institutions spend between **\$520,000 and \$2.5 million annually** on advertising.
- In large markets like LA, **market-leading campaigns** can exceed **\$3.1 million**.
- Cal Poly Pomona's \$700,000 annual investment is modest in comparison.

9. Execution and Staffing

- **Outsourcing** advertising to an agency is considered the most cost-effective strategy for:
 - Media buying
 - Strategy development
 - Market access
 - Performance tracking
- **Internal staff** (STRATCOM team of 18 members across the university and colleges) handles smaller campaigns and material creation.
- Notably, the team **lacks a dedicated digital marketing specialist**.

10. Mackenzie Scott Fund Allocation

- President Levine addressed a follow-up question regarding the **Mackenzie Scott donation**:
 - Approximately half of the total funds have been allocated to current and upcoming projects.
 - The remaining funds are reserved for the incoming university president to determine future priorities.
 - Since some projects span multiple years, unspent funds remain in the account and accrue interest until needed.

11. Funding Principles

- The allocation of funds was guided by a set of core principles:
 - Support holistic student success, especially for those with the greatest need.
 - Reinforce the university’s “Learn by Doing” ethos.
 - Prepare students for the future of work through access to meaningful opportunities.
 - Prioritize experimental and student-centered initiatives with broad campus impact.
 - Support initiatives lacking alternative funding sources.
 - Seed and catalyze high-impact initiatives with long-term potential.
 - Ensure alignment with the university’s strategic plan and principles of community.

12. Funding Request Review Process

- All funding requests were evaluated against the above principles.
- President Levine noted that approximately half of the requests were not funded.
- Provost Gomez confirmed this, emphasizing the diligent review process used to ensure alignment and impact.

13. Transition to the Provost’s Update

- President Levine concluded her portion and invited the Provost to speak further about the deans’ involvement and additional details related to the Mackenzie Scott funding.
- She opened the floor for questions from attendees, including any directed to President Levine.

Updates from Dr. S. Terri Gomez, Provost

14. Peer Institution Comparisons

- **Provost Gomez** was asked about the **specific peer institutions** used for benchmarking advertising and marketing expenditures.
- The Provost confirmed that **Cal State Fullerton** is one of the identified peer institutions.

- Other **CSU campuses** and **regional institutions** are also considered in comparative analysis, though UCLA was noted as not being a direct peer due to significant budget differences.

15. Student-to-Student Recruitment

- Senator Newman reflected on past experiences with **student-led recruitment teams** visiting high schools and asked if similar efforts are in place.
- The Provost responded:
 - Yes, **student ambassadors** are involved in recruitment efforts, particularly through **PolyTransfer** for community college outreach.
 - These ambassadors conduct **on-site visits** and are considered highly effective due to the peer-to-peer connection.
 - The extent of student involvement in broader recruitment efforts is not fully known and may warrant further exploration.

16. Website Phase 1 Timeline Concerns

- Senator Cayer raised concerns about delays in the Phase 1 website updates, particularly within the ENV division.
- It was noted that:
 - The timeline appears to be behind schedule.
 - A single staff member is currently handling a significant portion of the work, leading to overwhelming and capacity issues.
 - Deans have expressed the need for additional support and resources to meet project demands.
- The Provost acknowledged the concern and committed to following up to gather more information on the timeline and support needs.

17. College Project Allocations from Mackenzie Scott Funds

- \$7 million of the Mackenzie Scott donation was allocated specifically for college-based projects.
- Each college was invited to submit one proposal, capped at \$1 million, with the following criteria:
 - Projects should not require ongoing funding for staffing, software, or hardware upgrades.
 - Proposals had to align with internal priorities and be feasible without extensive procurement processes.

18. Proposal Submission and Evaluation Process

- Most colleges submitted proposals, though the quality and completeness varied:
 - Some were brief and underdeveloped.
 - Others, like the **College of Science**, submitted well-developed proposals (e.g., for two scientific instruments).

- Proposals were reviewed and ranked in consultation with:
 - Former President Coley
 - John McGuthrie (tech needs)
 - Francis Teves and Michelle Cardona
- The College of Science project was prioritized due to its regional impact, cost-effectiveness, and quick implementation time (for context, the procurement is already completed, awaiting final installation).

19. Additional College Projects

- The CLASS Theater project was also well-developed but required adjustments due to equipment failure (projector replacement).
- Some colleges submitted multiple proposals or lists, requiring the administration to select and consolidate viable options.
- In one case, three proposals were combined into a single tech-focused initiative, though further refinement is needed.

20. Special Cases and Next Steps

- Collins College submitted a fully developed, multi-million-dollar project with partial external funding. The \$1 million request was approved to help complete the initiative.
- Some proposals were not well-developed; deans have been encouraged to refine their ideas and resubmit.
- All projects will undergo:
 - Capital planning
 - Facilities coordination
 - Procurement processes
- Finalization of these projects is expected within 2–3 years.

21. Communication Plan

- A university-wide communication is being developed by Vice President Teves to:
 - Share the full story of the Mackenzie Scott donation.
 - Highlight funded projects and their campus impact.
 - Celebrate the 100-year anniversary of the Arabian Horse Center.
- This communication is scheduled for December 2025 and will frame the donation as one of several transformative gifts to the university.

22. Additional Division Allocations from Mackenzie Scott Funds

- While \$7 million was allocated for college-specific projects, the division received between \$12–15 million in total.
- Additional uses of the funds include:
 - Covered arena project at the Arabian Horse Center, aligned with the 100-year anniversary and considered a potential naming opportunity.

- Matching funds for a micro-internship initiative led by AVP Olukemi Sawyerr, which required an \$800,000 match to a Dell grant.
- Investments in CPGE and the university library were also supported through this funding.

23. Reporting and Communication

- All recipients of Mackenzie Scott funds will be required to submit reports detailing project progress and outcomes.
- A proposal document is being finalized to guide reporting expectations and ensure transparency.
- A university-wide communication is planned for December 2025, led by Vice President Teves, to:
 - Share the full story of the Mackenzie Scott gift.
 - Highlight funded projects and their impact.
 - Celebrate the Arabian Horse Center’s centennial as part of a broader narrative on transformative gifts.

24. Project Implementation Timelines

- While some projects (e.g., projector replacement) have moved quickly, others requiring facilities coordination or procurement are expected to take longer.
- The administration emphasized the importance of patience and planning, noting that some projects may take 2–3 years to fully implement.

Facilities and Maintenance Updates

25. Library Escalator and Restroom Issues

- The library escalator was restored to service as of yesterday afternoon.
- Restroom stall issues in Building 8 were not officially reported to Facilities. Upon investigation, custodians confirmed the issue, and repairs were scheduled for completion by today.
- Provost Gomez emphasized the importance of submitting work orders or notifying appropriate personnel when issues arise to ensure timely resolution.

26. Reporting Protocols

- A discussion followed regarding responsibility for reporting facilities issues:
 - It was noted that stall doors were marked “Out of Order,” possibly by custodial staff, leading to the assumption that the issue had already been reported.
 - Half of the men’s restroom stalls in Building 8 were affected at one point.
- There was agreement on the need to clarify the reporting process:

- Who is responsible for submitting work orders?
 - Should custodians report directly, or should it be routed through college staff?
- President Levine requested that this question be documented for follow-up.

27. Lanterman Project Site Visit and Updates

- A recent site tour of the Lanterman property took place on Monday, attended by President Levine and others. It was the first visit for many, and the experience was described as eye-opening and exciting.
- A presentation update was provided during the visit, showing minor changes from previous Senate materials.
- A tour for the deans is being scheduled for December 1st, and there was interest in arranging a similar visit for Senate Executive Committee members.
- Anthony Orlando was noted as a helpful guide during the tour, providing highlights and context.

28. Lanterman Development Timeline

- The Lanterman project is not included in the university's deferred maintenance budget.
- The site is undergoing extensive planning and review, with Ben Quillian and Deborah Acosti leading the efforts.
- A groundbreaking ceremony is projected to occur in 3–4 years, pending multiple review stages and CSU Board of Trustees approvals.
- President Levine expressed enthusiasm about the project's potential to transform the campus and noted her hope to attend the ceremony post-retirement.

29. Broader Use of Mackenzie Scott Funds

- In addition to the \$7 million allocated for college projects, the division received approximately \$12–15 million in total.
- Additional funded initiatives include:
 - A covered arena at the Arabian Horse Center (potential naming opportunity).
 - A matching contribution for a Dell-funded micro-internship program.
 - Investments in CPGE and the library.
- These projects are part of a broader strategy to leverage the donation for high-impact, transformative initiatives.

30. Reporting and Expectations

- Recipients of Mackenzie Scott funds will be required to submit formal reports on project progress and outcomes.
- A proposal and reporting template is being finalized to ensure consistency and accountability.

- President Levine emphasized the importance of clear communication and realistic timelines, especially for projects involving facilities or procurement, which may experience delays.

31. Communication Strategy

- A comprehensive communication about the Mackenzie Scott gift and its impact is planned for December 2025.
- The message will be framed around the theme of transformative gifts, including the Arabian Horse Center's 100-year anniversary, and will highlight how the funds are shaping the future of the university.

32. Proposal to Pause Enrollment in Graduate Business Programs

- A proposal to pause enrollment in six self-support graduate business programs was submitted, with the intent of implementing the pause before the October 1 program opening.
- The Provost clarified that:
 - Pausing or discontinuing programs must follow established university policy and procedures.
 - A memo alone is insufficient to initiate a pause.
 - Dean Sandeep Krishnamurthy's approval is required, contrary to some perceptions within the departments.

33. Key Issues Behind the Pause Proposal

Three primary concerns were identified as driving the proposal:

1. Faculty Compensation:
 - Faculty raised legitimate concerns about compensation structures.
2. Student Success Support:
 - Faculty want to ensure that Letters of Agreement (LOAs) include adequate funding for student support services.
3. Financial Sustainability:
 - A financial assessment (not an audit) commissioned by the university raised concerns about the long-term viability of the programs.
 - The administration is working to align with the recommendations from that assessment.

34. Additional Considerations

- A question was raised about cost-sharing and overhead with CPGE.
 - The Provost acknowledged that overhead distribution is a concern, though not one of the top three issues.
- The College of Business is the only college involved in this situation.
 - All six programs in question originate from this college.

- A previous dean had established a blanket pay structure for the college's programs.
 - This structure required presidential approval, which was not obtained.
 - While not the fault of the faculty, this oversight must now be addressed.

35. Path Forward

- The Provost emphasized her commitment to:
 - Following university policy in addressing the situation.
 - Resolving the issues collaboratively with department chairs and deans.
 - Ensuring a solution that supports students, the community, and the region.
- She acknowledged disappointment in the current situation but expressed hope for a constructive resolution.

36. Broader Implications of Faculty Compensation

- The Provost emphasized that the issue of faculty pay extends beyond the College of Business and will impact all self-support programs.
- The administration is actively working on a new compensation model replacing the previous calculated based on 1/30th of annual salary per WTU (Weighted Teaching Units).
- Any new pay structure will:
 - Be recommended to the President for approval.
 - Be equitably accessible to all self-support programs, not just those in the College of Business.
 - Be enrollment-based, with two thresholds:
 - Cohort size (e.g., 40 students as a hypothetical example).
 - Course enrollment, slightly lower than the cohort size to account for attrition (“melt”).
 - The break-even point is generally considered to be 25 students, so thresholds will be set above that.

37. Alternative Compensation Models

- The Provost mentioned that the 1/30th model is being considered.
- Other colleges, such as Engineering, have implemented alternative pay structures, which may serve as models.
- The goal is to provide clarity and consistency for faculty, especially those who previously received higher compensation under now-questioned agreements.

38. Timeline for Resolution

- The administration aims to finalize and approve the new compensation model by the end of November 2025, though progress suggests it may be completed sooner.
- The Provost expressed optimism, noting that the team is close to a resolution.

39. Program Status Clarification

- The Provost confirmed that the graduate business programs have not been paused.
 - The programs opened as scheduled on October 1.
 - Any future decisions to pause or discontinue must follow formal policy and protocol.
 - If a college decides to discontinue a program, it must be done through proper channels, including not accepting new applicants.
 - The Provost acknowledged that the departments are engaging in good faith to resolve the issues and reach a fair outcome.
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Meeting Adjournment

- The meeting concluded with a reaffirmation of the university's commitment to policy adherence, transparent communication, and collaborative problem-solving.
- Further updates on faculty compensation and program developments will be shared as they become available.

Adjourned @ 4:53 PM