

**Preface to EPPC Faculty Senate Report, 4/19/2011**  
**Scott E. Gordon, Ph.D.**  
**Chair, Educational Policies and Planning Committee (EPPC)**

In mid-February and in light of the budget crisis, Chancellor Ballard charged the Educational Policies and Planning Committee to develop two preliminary reports, with separate, but interrelated objectives:

- 1) Define criteria for potential prioritization of programs, departments, units, schools, and colleges.
- 2) Develop a list of potential consolidation options of colleges, schools, and/or departments that may reduce administrative costs with minimal or no losses of faculty and staff positions.

These EPPC reports represent very initial drafts of modifiable options intended to 1) address potential tangible and quantifiable methods for prioritizing academic areas, and 2) present potential consolidation scenarios that result in administrative cost savings while protecting faculty/staff positions as well as the academic core of the University. Chancellor Ballard also emphasized to the EPPC that his intent was to avoid implementing consolidation procedures unless absolutely necessary.

Similar processes are occurring at all campuses of the UNC system. However, to my understanding, ECU is the only campus at which the administration has asked that it be initiated at the faculty level. From a faculty perspective, this is strength of the process occurring at ECU and should be recognized as such.

The following points cannot be emphasized enough:

1) These reports are very initial drafts of modifiable options that represent a starting point for the newly formed Program Prioritization Committee (PPC), almost half of which is currently represented by faculty members. This includes the Chair of the Faculty as well as the Chairs and Vice-chairs of the EPPC and University Budget Committee.

2) Including the PPC, the options presented in the EPPC preliminary reports will be vetted at many levels (faculty, deans, other administrators and offices, etc.).

a. The first step of this vetting occurred today at the Faculty Senate meeting. Please consult your individual faculty senators about concerns that were discussed today at the Senate meeting. These concerns will surely be discussed again, but it will help to inform those of you who were not present at today's Senate meeting.

b. In addition to other avenues for continued input, there will be an Open Faculty Forum next Tuesday (April 26) at 4:15 p.m. in Mendenhall Great Room. There will also be an electronic forum for campus-wide input available soon, and to be continued throughout the summer.

3) The EPPC is represented by 6 colleges and schools from both the East Campus and the Health Science Campus, as well as from Academic Library Services and Academic and Student Affairs. We did our best to be as objective as possible in our approach. However, we certainly do not have the representation of every single unit. Thus, your input is vital to ensure that all voices are heard with respect to preserving excellence at all levels in any potential alternative future for ECU.

**Preliminary Report Requested by the Chancellor  
on  
Prioritization Criteria for Programs, Departments, Units, Schools, and Colleges**

**Submitted by the Educational Policies and Planning Committee to the Faculty Senate  
April 19, 2011**

**I. Productivity**

Productivity, which is the 'work output' of university employees, will be assessed based on quantitative measures of performance in three key activities: **teaching, scholarship** and **service**. To promote fair comparisons, the measures, as much as practical, should be expressed on a 'per faculty member' basis and as recommended should be reported as *ECU* figures (i.e., without regard to type, mission, specialty or size of academic entity) and *normalized* against (i.e., with respect to) similar academic entities at officially-recognized peer institutions. The data should be readily available from ECU Office of Institutional Planning, Assessment and Research (IPAR) and Sedona.

➤ **Teaching**

	<i>Measure</i>	
	<i>ECU</i>	<i>Peer-institute Normalized</i>
FTE <sup>1</sup> per faculty member <sup>2</sup>		
FTE per \$ of operational budget		
FTE per admin & support \$ cost		
External support <sup>3</sup> \$ per faculty member		
Teaching load <sup>4</sup> per faculty member		

Notes:

1. ECU is compensated by the state based on student enrollment; therefore FTE is chosen as a quantitative measure of teaching.
2. Faculty member includes: tenured, tenure-track, fixed-term and paid adjunct.
3. Value of external support for teaching generated or awarded.
4. Teaching load is by semester hours per academic year (spring & fall total).

➤ **Scholarship** (research and creative activities)

			Measure	
			ECU	Peer-institute Normalized
Exhibitions per faculty member				
Performances per faculty member				
Publications <sup>5</sup> per faculty member				
Books <sup>6</sup> per faculty member				
Presentations <sup>7</sup> per faculty member				
Patents per faculty member				
Internal Grants <sup>8</sup>	submitted	# per faculty member		
		\$ per faculty member		
	awarded	# per faculty member		
		\$ per faculty member		
External Grants <sup>9</sup>	submitted	# per faculty member		
		\$ per faculty member		
	awarded	# per faculty member		
		\$ per faculty member		

Notes:

5. Articles published in peer-reviewed journals.
6. Including chapters as a pro-rated fraction.
7. Talks and posters.
8. Calculation of the number of faculty members in this category should include only those faculty members (tenure-track, tenured, special research appointments) who are eligible to submit grant proposals.
9. Same as 8.

➤ **Service**<sup>10</sup>

		<i>Measure</i>	
		<i>ECU</i>	<i>Peer-institute Normalized</i>
Committees <sup>10</sup>	Professional		
	UNC System		
	ECU		
	Code Unit		
Reviewed and refereed journal articles, books, creative works.			
Reviewed and refereed grant proposals			
Serve on grant review panels			
Workshop director or organizer			
Meeting organizer/director/panel member <sup>11</sup>			
Journal editorial board member, chief, associate chief <sup>12</sup>			
Colleagues and students mentored			
Students advised			
Officer in professional society			
Professional consulting without pay			
Public outreach events			
Adjunct faculty without pay			
Popular articles (connected to profession)			

Recommendations written (for students, professional colleagues)		
Peer observations/evaluations (teaching, performance)		

## Notes:

10. All measures are to be calculated on a per faculty member basis to normalize the results.  
 11. Weighted depending on level of participation and nature of meeting.  
 12. Weighted according to level of service.

## II. Centrality

Centrality is the degree of linkage to essential university functions based on mandate, connection to university mission or strategic directions, and the extent to which the unit provides essential support for other units or programs. Centrality is based on both qualitative and quantitative measures. When quantitative measures are used it is recommended that these should be reported as *ECU* figures (i.e., without regard to type, mission, specialty or size of academic entity) and *normalized* against (i.e., with respect to) similar academic entities at officially-recognized peer institutions.

- Statutory Mandate – Please cite the authorization for this mandate and provide the authorizing agency.
- Connection to University Mission – (qualitative statement)
- Connection to Strategic Directions – (qualitative statement)
- Extent of Essential Support for other Units or Programs (fill in data table on the following page)

	<i>Measure</i>	
	<i>ECU</i>	<i>Peer-institute Normalized</i>
Number of FTEs generated in foundation courses per academic year per faculty member.		
Number of FTEs generated in service courses per academic year per faculty member.		
Percentage of faculty members participating in interdisciplinary programs.		

Number of FTEs generated through participation in interdisciplinary programs per academic year per faculty member.				
Internal inter-disciplinary grants per faculty member	Submitted	Number		
		Amount		
	Funded	Number		
		Amount		
External inter-disciplinary grants per faculty member	Submitted	Number		
		Amount		
	Funded	Number		
		Amount		
Person-hours performing work for other units <sup>13</sup>				

Notes:

13. This criterion is applied to support or administrative staff who perform material work for units other than their own.

### III. Quality

Quality is an assessment of the degree of excellence or superiority of an academic unit or program. As such, the criteria for assessing quality focuses on the quality of the faculty as reflected in the excellence or superiority of their teaching, scholarly activity and service, which distinguishes quality from productivity. Other measures of quality include student educational success and external evaluation of faculty professional status.

#### ➤ Faculty Teaching

		<i>Measure</i>	
		<i>ECU</i>	<i>Peer-institute Normalized</i>
SOIS Scores (unit averages)			
Number of peer observations of teaching per faculty member			
Teaching awards per faculty member	Internal		
	External		

➤ Faculty Scholarly Activity

			<i>Measure</i>	
			<i>ECU</i>	<i>Peer-institute Normalized</i>
Average impact factor of journals in which faculty have published in the last 5 years				
Number of citations per year per faculty member				
Awards received for productions per faculty member				
Awards for scholarly activity				
Percentage of research active faculty				
Research awards per faculty member	Internal	Number		
		Amount		
	External	Number		
		Amount		

➤ Faculty Service

	<i>Measure</i>	
	<i>ECU</i>	<i>Peer-institute Normalized</i>
Advising Excellence Awards		
Internal Service Excellence Awards		
External Professional Service Excellence Awards		

➤ Faculty Rank

			<i>Measure</i>	
			<i>ECU</i>	<i>Peer-institute Normalized</i>
Graduate Faculty	Tenured	Full		
		Associate		
	Tenure-track			
	Non-tenure-track			
Undergraduate Faculty	Tenured	Full		
		Associate		
	Tenure-track			
	Non-tenure-track			

➤ Student Credentials

		<i>Measure</i>		
		<i>ECU</i>	<i>Peer-institute Normalized</i>	
Graduate Students	Standardized test application scores			
	Undergraduate GPA			
	Graduate GPA			
	Number of applicants	ECU		
		Non-ECU		
	Percentage of applicants accepted	ECU		
		Non-ECU		
	Degrees completed per year	Masters		
		Ph.D.		
	Time to degree completion	Masters		
Ph.D.				

Undergraduate Students	Average standardized test application score		
	Average high school GPA		
	Average University GPA at graduation		
	Ratio of ECU cumulative GPA to HS GPA of graduates		
	Number of degrees awarded per academic year per faculty member		
	Ratio of graduates to declared majors		
	Percentage of graduates who obtain a job in their field or are accepted in a graduate program within a year of graduation		
	Average time to graduation in semesters		

**Preliminary Report Requested by the Chancellor  
on  
Potential Consolidation Options for East Carolina University  
Submitted by the Educational Policies and Planning Committee to the Faculty Senate  
April 19, 2011**

**Objective:** Reduction of administrative costs through consolidation of colleges, schools, and/or departments with minimal or no losses of faculty and staff positions.

**General Notes:**

1. This is a preliminary exploration of potential alternative organizational scenarios to preserve faculty and staff positions. It represents some, but certainly not all, possible scenarios. Complete or partial implementations of the below scenarios are possible, as are many alternative scenarios not listed in this report.
2. This preliminary report is intended solely as a starting point for the Program Prioritization Committee. Any potential reorganization scenarios will be extensively vetted at several levels, to include the faculty, deans, and other administrators.
3. In creating the alternative scenarios listed in this document, the guiding factor was the combination of potentially complementary disciplines within the same college or department.
4. Consideration of these alternative scenarios should ideally consider objective prioritization criteria in order to guide decisions.
5. It is readily acknowledged that many units may be highly resistant to change due to a number of very legitimate concerns. However, such concerns must be weighed against the fact that the retention of faculty positions and ultimate survival of the University in times of financial limitations must take priority.
6. Potential program-level changes are not addressed in this document. Although possible in the future, such analyses would be a highly extensive process and have less potential to eliminate administrative costs, with the exception of faculty release time.
7. Future efficiency of the University may be better maintained by performing periodic analyses of unit organizational structure approximately every 10 years.

Potential Benefits:

1. The alternative future scenario presented in the below matrix would potentially:
  - a. Eliminate a net total of 2 colleges (eliminate 3 colleges, while splitting another into 2 colleges);
  - b. Consolidate the two libraries into one University Library Services;
  - c. Consolidate 10 of the departments into 5 departments; further consolidation of departments may also be possible.
2. Most or all administrators have a home department or school. Thus, individuals released from their administrative duties would have additional time to support the increased teaching load in their home units that have resulted from increased student enrollment concomitant with reduced faculty hiring rates. It is noted that the administrators may need retooling time as they re-enter the teaching ranks.

Potential Weaknesses or Barriers to Change:

1. The combination of two pre-existing code units will require a new, uniform code.
2. Tenure and promotion criteria in different colleges, schools, and departments will have to be reconciled when such units are combined.
3. Possible departmental consolidations would be dependent upon departmental productivity, size manageability, and other factors. Some consolidations may result in excessively large departments that are difficult to manage.
4. Even if administrative positions are eliminated by unit reductions, it is noted that the total number of staff positions may have to remain proportional to total number of faculty supported. Thus, staff positions may be eliminated in some units and added in other, growing units. This could be affected by unit productivity measures.
5. Building, space, and proximity issues will arise from re-organization of colleges and other units.
6. Increased efficiency of student transportation between East Campus and the Health Science Campus will need to be addressed.
7. Movements of units between divisions may also create issues to be addressed.

Highlighted and underlined unit indicates potential option for move.

Current Organization	Alternative Future	Pertinent Notes and Other Alternatives
<p><b>Thomas Harriot College of Arts and Sciences</b>            Dept. of Anthropology            Dept. of Biology            Dept. of Chemistry            Dept. of English  <u>Dept. of Economics</u>            Dept. of Foreign Languages and Literatures            Dept. of Geography            Dept. of Geological Sciences            Dept. of History  <u>Dept. of Mathematics</u>            Dept. of Philosophy            Dept. of Physics            Dept. of Political Science            Dept. of Psychology            Dept. of Sociology</p>	<p><b>College of Arts and Humanities</b>  <u>School of Art and Design</u>  <u>School of Communication</u>            Dept. of English            Dept. of Foreign Languages and Literatures  <u>Dept. of Interior Design and Merchandising</u>  <u>School of Music</u>            Dept. of Philosophy  <u>School of Theatre and Dance</u></p> <p><b>College of Physical, Biological, and Social Sciences</b>            Dept. of Anthropology            Dept. of Biology            Dept. of Chemistry  <u>Dept. of Criminal Justice</u>            Dept. of Geography            Dept. of Geological Sciences            Dept. of History            Dept. of Physics            Dept. of Political Science            Dept. of Psychology            Dept. of Sociology</p>	<ul style="list-style-type: none"> <li>• A net addition of 4 schools and/or departments necessitates the separation into two, more manageable colleges.</li> <li>• The School of Communication may also fit within the College of Physical, Biological, and Social Sciences.</li> <li>• The Dept. of Economics is proposed to move to the College of Business, but may also fit within the College of Physical, Biological, and Social Sciences.</li> <li>• The Dept. of Mathematics is proposed to move to the College of Technology and Computer Science, but may also fit within the College of Physical, Biological, and Social Sciences.</li> </ul> <p><u>Potential Departmental Consolidations</u></p> <ul style="list-style-type: none"> <li>• Combine Dept. of Anthropology and Dept. of Sociology.</li> </ul>

<p><b>College of Education</b>          Dept. of Business and Information Technologies Education          Dept. of Counselor and Adult Education          Dept. of Curriculum and Instruction          Dept. of Educational Leadership          Dept. of Library Science          Dept. of Mathematics, Science, &amp; Instructional Technology Education</p>	<p><b>College of Education</b>          Dept. of Business and Information Technologies Education  <u>Dept. of Child Development and Family Relations</u>          Dept. of Counselor and Adult Education          Dept. of Curriculum and Instruction          Dept. of Educational Leadership          Dept. of Library Science          Dept. of Mathematics, Science, &amp; Instructional Technology Education</p>	<ul style="list-style-type: none"> <li>• ECU's roots are in education, and thus the College of Education remains as a foundation.</li> <li>• Licensure and accreditation issues significantly impact the ability to alter the College of Education.</li> </ul>
<p><b>College of Business</b>          Dept. of Accounting          Dept. of Management Information Systems (MIS)          Dept. of Finance          Dept. of Management          Dept. of Marketing and Supply Chain Management</p>	<p><b>College of Business</b>          Dept. of Accounting          Dept. of Management Information Systems (MIS)  <u>Dept. of Economics</u>          Dept. of Finance  <u>Dept. of Hospitality Management</u>          Dept. of Management          Dept. of Marketing and Supply Chain Management</p>	<ul style="list-style-type: none"> <li>• The Dept. of Economics may also fit within the College of Physical, Biological, and Social Sciences.</li> </ul> <p><u>Potential Departmental Consolidations</u></p> <ul style="list-style-type: none"> <li>• Combine Dept. of Accounting and Dept. of Management Information Systems (MIS).</li> <li>• Combine Dept. of Finance and Dept. of Economics.</li> </ul>

<p><b>College of Fine Arts and Communication</b>  <u>School of Art and Design</u>  <u>School of Communication</u>  <u>School of Music</u>  <u>School of Theatre and Dance</u></p>	<p><b>No Longer Exists</b>  All schools moved to College of Arts and Humanities</p>	<ul style="list-style-type: none"> <li>• College Eliminated</li> </ul>
<p><b>College of Health and Human Performance</b>  <u>Dept. of Exercise and Sport Science</u>  <u>Dept. of Health Education and Promotion</u>  <u>Dept. of Recreation and Leisure Studies</u>  <u>Department of Military Science (US Army ROTC)</u>  <u>Department of Aerospace Studies (US Air Force ROTC)</u></p>	<p><b>No Longer Exists</b>  All departments moved to the College of Allied Health Sciences</p>	<ul style="list-style-type: none"> <li>• College Eliminated</li> <li>• Department of Military Science (US Army ROTC) and Department of Aerospace Studies (US Air Force ROTC) may consider other alternatives to moving to the College of Allied Health Sciences.</li> </ul>
<p><b>College of Human Ecology</b>  <u>Dept. of Child Development and Family Relations</u>  <u>Dept. of Criminal Justice</u>  <u>Dept. of Hospitality Management</u>  <u>Dept. of Interior Design and Merchandising</u>  <u>Dept. of Nutrition Science</u>  <u>School of Social Work</u></p>	<p><b>No Longer Exists</b>  Dept. of Child Development and Family Relations moves to College of Education  Dept. of Criminal Justice moves to College of Physical, Biological, and Social Sciences  Dept. of Hospitality Management moves to College of Business  Dept. of Interior Design and Merchandising moves to College of Arts and Humanities  Dept. of Nutrition Science moves to College of Allied Health Sciences  School of Social Work moves to College of Allied Health Sciences</p>	<ul style="list-style-type: none"> <li>• College Eliminated</li> </ul>

<p><b>College of Technology and Computer Science</b>          Dept. of Computer Science          Dept. of Construction Management          Dept. of Technology Systems          Dept. of Engineering          TECS Office of Graduate Studies</p>	<p><b>College of Technology and Computer Science</b>          Dept. of Computer Science          Dept. of Construction Management  <u>Dept. of Mathematics</u>          Dept. of Technology Systems          Dept. of Engineering          TECS Office of Graduate Studies</p>	<ul style="list-style-type: none"> <li>• Dept. of Mathematics may also fit within the College of Physical, Biological, and Social Sciences.</li> </ul>
<p><b>College of Allied Health Sciences</b>          Dept. of Biostatistics          Dept. of Clinical Laboratory Science          Dept. of Communication Sciences and Disorders          Dept. of Health Services and Information Management          Dept. of Occupational Therapy          Dept. of Physical Therapy          Dept. of Physician Assistant Studies          Dept. of Rehabilitation Studies</p>	<p><b>College of Allied Health Sciences</b>  <u>Department of Aerospace Studies (US Air Force ROTC)</u>          Dept. of Biostatistics          Dept. of Clinical Laboratory Science          Dept. of Communication Sciences and Disorders  <u>Dept. of Exercise and Sport Science</u>  <u>Dept. of Health Education and Promotion</u>          Dept. of Health Services and Information Management  <u>Department of Military Science (US Army ROTC)</u>  <u>Dept. of Nutrition Science</u>          Dept. of Occupational Therapy          Dept. of Physical Therapy          Dept. of Physician Assistant Studies  <u>Dept. of Public Health</u>  <u>School of Social Work</u>  <u>Dept. of Recreation and Leisure Studies</u>          Dept. of Rehabilitation Studies</p>	<ul style="list-style-type: none"> <li>• Many East Campus departments move to the Health Science Campus due to natural affinities and to ensure continued development of the Health Science Center, a high UNC GA priority.</li> </ul> <p><u>Potential Departmental Consolidations</u></p> <ul style="list-style-type: none"> <li>• Combine Dept. of Nutrition Science with Dept. of Exercise and Sport Science.</li> <li>• Combine Dept. of Health Education and Promotion with Dept. of Public Health.</li> </ul>

<p><b>Brody School of Medicine</b>          Dept. of Anatomy and Cell Biology          Dept. of Biochemistry          Dept. of Cardiovascular Services          East Carolina Heart Institute          Dept. of Emergency Medicine          Dept. of Family Medicine          Dept. of Medical Humanities          Dept. of Medicine          Dept. of Microbiology and Immunology          Dept. of Obstetrics &amp; Gynecology          Dept. of Pathology &amp; Laboratory Medicine          Dept. of Pediatrics          Dept. of Pharmacology          Dept. of Physical Medicine &amp; Rehabilitation          Dept. of Physiology          Dept. of Psychiatry  <u>Dept. of Public Health</u>          Dept. of Radiation Oncology          Dept. of Robotic Surgery          Dept. of Surgery</p>	<p><b>Brody School of Medicine</b>          Dept. of Anatomy and Cell Biology          Dept. of Biochemistry          Dept. of Cardiovascular Services          East Carolina Heart Institute          Dept. of Emergency Medicine          Dept. of Family Medicine          Dept. of Medical Humanities          Dept. of Medicine          Dept. of Microbiology and Immunology          Dept. of Obstetrics &amp; Gynecology          Dept. of Pathology &amp; Laboratory Medicine          Dept. of Pediatrics          Dept. of Pharmacology          Dept. of Physical Medicine &amp; Rehabilitation          Dept. of Physiology          Dept. of Psychiatry          Dept. of Radiation Oncology          Dept. of Robotic Surgery          Dept. of Surgery</p>	<ul style="list-style-type: none"> <li>• Most departments in BSOM are unique and specific (and many are clinical departments), thus making consolidation difficult.</li> <li>• Many of the programs at BSOM are interdisciplinary programs.</li> <li>• There are no undergraduate programs at BSOM.</li> </ul>
<p><b>College of Nursing</b>          Dept. of Undergraduate Nursing Science (Junior Division)          Dept. of Undergraduate Nursing Science (Senior Division)          Dept. of Graduate Nursing Science</p>	<p><b>College of Nursing</b>          Dept. of Undergraduate Nursing Science (Junior Division)          Dept. of Undergraduate Nursing Science (Senior Division)          Dept. of Graduate Nursing Science</p>	<ul style="list-style-type: none"> <li>• No Change</li> </ul>

<b>School of Dental Medicine</b>	<b>School of Dental Medicine</b>	<ul style="list-style-type: none"> <li>• No Change</li> </ul>
<b>Graduate School</b>	<b>Graduate School</b>	<ul style="list-style-type: none"> <li>• Potential for change after analyses of centers and/or institutes.</li> </ul>
<b>Academic Library and Learning Services</b>	<b>University Library Services</b>	<ul style="list-style-type: none"> <li>• Combine to one University Library Services System.</li> <li>• All operations would now fall under one Dean of Academic Library Services.</li> </ul>
<b>Laupus Health Sciences Library</b>		

**University Budget Committee**  
**Report of committee activities to the Faculty Senate**  
**April 19, 2011**

Over the past several months, the UBC has been active in providing input to the Senate, Chancellor, and Administration on budgetary issues at East Carolina University. The following is an outline of these activities, and the work the committee will be undertaking going forward.

1. Over the past several months, members of the University Budget Committee were involved in the campus interview process during the recruitment of the new Vice Chancellor for Administration and Finance. As a committee we were able to provide faculty feedback to the search committee that was taken into account in the final selection process for the Vice Chancellor position.
2. We have solicited input and suggestions from the faculty at large on budget matters, and potential sources of cost savings. We have received a number of comments and suggestions that we are in the process of reviewing and collating. We will be passing this information on to the Faculty Senate in a future report and to the administration as well so that all suggestions will be fully reviewed and implemented if possible.
3. From the first meeting last fall, members of the committee have met with representatives of the administration who have provided us information on the ECU budget process, and a historical perspective on how ECU has dealt with previous budget reductions and what approaches are envisioned to be used to meet future reductions. We have also independently acquired available information from the NC Legislature's Fiscal Research Division on the state of the NC budget for the current fiscal year, along with projections on future projected budget cuts. We continue to be involved in reviewing revenue projections and the proposed budget for the coming biennium as it works its way through the legislative process. We have provided updates to the faculty senate as they become available, and will continue to do so. Once the budget has been finalized, the true magnitude of the budget reductions affecting ECU either as direct line item reductions, or indirectly through decreases at the UNC system level will be known. At that time, the University as a whole, faculty, staff, administration, and students will need to work together to meet the cuts. The UBC will continue to work to provide input to the faculty senate and administration during those times.
4. As requested by the Chair of the Faculty, the UBC and EPPC held the first joint meeting of both committees on Friday April 15<sup>th</sup>. The purpose of this meeting was to allow coordination of the activities of these two committees as they both provide significant input to the Senate and Chancellor on budget matters and how they may impact programs at ECU. Coordination of the activities of both committees is especially important at this time, as it is almost certain that the coming state budget cuts will be of a magnitude that will no longer allow the academic core to be spared as it has been with past budget reductions.

- a. The UBC will interface with the EPPC during the next step in the process of program prioritization and potential consolidation in order to obtain needed budget information to determine if savings from such proposals could be realized.
- b. The UBC and the EPPC will also have representation on the newly formed Program Prioritization Committee (PPC) which will be chaired by Dr. Ron Mitchelson, as the Chairman and Vice-Chairman of both committees have been appointed to this group by the Chancellor. Once the committee has had its initial meeting, the specific role and interaction the remainder of both the UBC and EPPC will have with the PPC will be made clear.
- c. The UBC will be available to consult with all university academic committees relative to any questions about budget.
- d. The UBC will participate in university budget forums.
- e. The UBC will continue to solicit feedback and suggestions from the university community relative to potential budget savings and will communicate trends and suggestions to the Faculty Senate and the administration.