RESOLVED: That the Academic Senate of California Polytechnic State University accepts and endorses the recommendations in the attached Report on Faculty Position Control submitted by the Academic Senate Budget Committee.

Proposed By:
Academic Senate Executive Committee
February 16, 1988
REPORT ON FACULTY POSITION CONTROL
Submitted by the Academic Senate Budget Committee

INTRODUCTION

For some weeks now the Academic Senate Budget Committee has been considering the issue of faculty position control for Summer Quarter as well as the rest of the academic year. Our consideration of the issue became more focused when the Personnel Policies Committee submitted their Emergency Resolution on Summer Quarter Funding. Our committee took a position in opposition to the resolution and was in the midst of attempting to develop an alternative resolution, when the resolution was withdrawn from consideration. Just because the issue was withdrawn does not mean that the university no longer faces a problem in dealing with faculty position control for Summer Quarter and beyond. Some form of dollar control of faculty positions seems inevitable.

The university wishes to maintain a quality educational program for the Summer Quarter as well as the regular academic year. The university has gone on record arguing the necessity of maintaining Summer Quarter as a fully funded state supported academic term. Some of the reasons for this position include:

1. Student demand
2. Enhanced progress toward graduation
3. The impacted nature of the campus
4. Overutilization of facilities
5. The use of Summer Quarter as a recruitment tool for faculty hires

The Vice President for Academic Affairs office is currently surveying departments to see how much of a deficit will be created, if any, by currently proposed Summer Quarter staffing. Once the amount of the deficit, if any, is determined, then measures to meet the revenue shortfall will have to be addressed. The Budget Committee believes that some guidelines should be proposed for dealing with this potential summer
shortfall, as well as dealing with faculty position control for the academic year(s) to come.

**THE CURRENT PROBLEM**

There was a substantial faculty salary deficit for 1986-87, which meant that $483,000 had to be transferred from other budget categories including replacement equipment to cover the shortfall. Of the total amount, $180,000 could be attributed to Summer Quarter. A similar deficit could occur in 1987-88.

**CAUSES OF THE PROBLEM**

Because the university is put in a position where it must hire new and leave replacement faculty positions at a higher rank than Assistant Professor Step 8, and must hire Summer Quarter faculty members at a higher level than Associate Professor Step 12, a deficit is created in faculty salaries. Some of the reasons why this deficit occurs include:

1. The maturing of the faculty in rank at Cal Poly
2. The higher proportion of faculty in DMD (Designated Market Disciplines) positions at Cal Poly. (This problem is addressed in the 1988-89 budget cycle.)
3. The lack of an available pool of lecturers in the community surrounding Cal Poly in many disciplines to cover summer teaching positions and leave replacements
4. Due to market conditions, a similar problem is also created by initial hires and leave replacements being hired at levels above state funding formula

The university has also been facing other fiscal restraints which have exacerbated the problem. In recent years the university has lost much of its ability to reallocate resources internally to meet actual and de facto budget cutbacks/shortfalls. Some of the causes of this situation include the following:

1. In 1986-87 meeting a midyear deficit reduction plan, with Cal Poly’s total equaling $393,054
2. 1987-88 reallocation of campus budgets to fund the nonfaculty MSA’s (Merit Salary Adjustments) in the amount of $450,000
3. Meeting increased commitments to the OASIS Project to upgrade our inadequate Student Information System

4. Increasing contingency fund balance to help meet shortfalls in other budget areas including enrollment mix changes from part-time to full-time students leading to a revenue shortfall in 1987-88

RECOMMENDATIONS

It is the belief of the Budget Committee that any internal budgetary solution to this externally caused problem sends the wrong kind of message to the Chancellor's Office, the Department of Finance, and the State Legislature by setting a precedent in dealing with budget cutbacks/shortfalls.

External - Long-term Solution to the Problem

1. The university should contact the Chancellor's Office, the Department of Finance, and the State Legislature and request additional funding for Summer Quarter 1988, and ask that the formula for determining Summer Quarter faculty positions and academic year new hires and leave replacements at Cal Poly be made reflective of actual experience or on the basis of average rank of faculty at Cal Poly.

2. The university should support an increase in faculty positions based upon 100% of Mode and Level funding instead of the current 92%.

3. The university should support State and Chancellor's Office funding of nonfaculty MSA's.

Internal - Guidelines for Dealing with the Problem

If an internal campus solution of the problem is required after exhausting all other alternatives, then the following guidelines should be applied.

1. In the development of any plan related to faculty position control, full consultation between the administration, faculty, and students will occur.

2. Whatever plan is approved should be applied equally to each of the seven instructional schools.
3. If the proposed plan involves a change in working conditions over past practice, then those changes must be negotiated with the Unit Three bargaining agent, the California Faculty Association.

4. Any plan proposed and later adopted should not indicate that an increased workload is acceptable to the faculty.

5. Prior to any proposed plan development, a full accounting of how these deficits have been met in the past needs to be provided by the administration along with documentation that leave replacement and Summer Quarter hires are the main cause of the budget deficit/shortfall. Also the results of the Vice President for Academic Affairs office’s survey on the Summer Quarter situation needs to be distributed to the academic community in a timely fashion.

6. That before any proposed solution is adopted, all budgets including soft money budgets (Foundation, Annual Giving Fund, etc.) be reviewed to see if other funding sources are available to assist faculty salary deficits. A fee increase for students attending Summer Quarter should also be studied as a possible alternative.

7. Any budget adjustments related to funding Summer Quarter positions or leave replacements should be spread across the entire university rather than being taken from only one funding source.

CONCLUSION

The Budget Committee will continue to study this issue, and will attempt to absorb any new information that sheds light on the situation. The Budget Committee welcomes your comments and input concerning any additional guidelines that should be considered. Time is needed to study all the ramifications of this issue before coming forward with a resolution that proposes a specific solution to this complex problem.
To: A. Charles Crabb, Chair  
Academic Senate

From: Warren J. Baker  
President

Subject: ACADEMIC SENATE RESOLUTION ON REPORT  
ON FACULTY POSITION CONTROL (AS-280-88/BC)

This will acknowledge receipt of your May 2 memo with which you transmitted  
the Report on Faculty Position Control developed by the Budget Committee  
and adopted by the Academic Senate. We appreciate the time and effort which  
the Academic Senate has given to this matter. As recognized in the report,  
there are a number of factors involved in creating the instructional salary  
deficit, several of which appear to be unique to Cal Poly.

Some steps have been taken by the Vice President for Academic Affairs with  
regard to the up-coming Summer Quarter. In addition, we are in the process  
of developing information and a plan to pursue a budget increase to recognize  
the unique problems we face in this area. As we pursue this issue, we will  
continue to work closely with the Academic Senate Budget Committee and the  
Senate's representatives on the Instructional Programs Resource Allocation  
Committee and the President's Advisory Committee on Budgets and Resource  
Allocations.