Adopted: May 20, 1997

ACADEMIC SENATE
OF
CALIFORNIA POLYTECHNIC STATE UNIVERSITY
San Luis Obispo, California

AS-481-97/jd
RESOLUTION ON
CENSURE OF ADMINISTRATION

WHEREAS, The amount of money provided for salary increases in recent years has been woefully inadequate relative to the demonstrated accomplishments of the Cal Poly faculty, causing salaries to fall further and further behind those of faculty at comparable institutions; and

WHEREAS, The Board of Trustees, CSU administration, and Cal Poly administration have neither spoken out in favor of nor worked toward improvements in faculty compensation, choosing instead to focus on the "problem" of executive compensation; and

WHEREAS, The Board of Trustees, CSU administration, and Cal Poly administration seem unmoved by the discontent with PSSI's and decline in faculty morale as a result of inadequate compensation, increased workload, and decreased availability of resources; therefore be it

RESOLVED: That the Cal Poly Academic Senate censure the CSU and Cal Poly administration for their lack of concern for faculty welfare, and for their pursuit of policies that undermine faculty morale and threaten the continued excellence of Cal Poly's academic programs, and, be it further

RESOLVED: That the Cal Poly Academic Senate request immediate and vigorous action from the administration and Board of Trustees on a plan to raise faculty compensation to at least the average level for faculty at institutions in our comparison group; and, be it further

RESOLVED: That the Cal Poly Academic Senate request prompt reconsideration by the CSU administration of the PSSI program and a restructuring to ensure that meritorious accomplishments can be recognized without subverting collegiality or creating gross inequities; and be it further

RESOLVED: That the Cal Poly Academic Senate forward this resolution to its President, the Chair of the CSU Academic Senate, the Chancellor of the CSU, the President of the California Faculty Association, the CSU Board of Trustees, the CSU campus Senates, the Governor of California, and the members of the California Assembly and California Senate.

Proposed by Jay Devore (CSM)
March 4, 1997
Revised April 22, 1997
Revised May 20, 1997

State of California

Memorandum

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CAL POLY

SAN LUIS OBISPO
CA 93407

***Academic* Senate**

To: Anny Morrobel-Sosa
Chair, Academic Senate

Date: October 17,1997

From: Warren J. Baker
President

Copies: Paul J. Zingg
Harvey Greenwald

Subject: Response to AS-481-97/jd

I am in receipt of Academic Senate Resolution AS-481-97/jd on "Censure of Administration." The resolution raises a number of very serious concerns, and I will attempt to address each in tum here.

First, I acknowledge that California State University faculty salaries, on average, lag behind those of comparable institutions, particularly at the full professor level. A recent report by William M. Mercer, Inc., established that the salary gap between average CSU faculty salaries and average faculty salaries in a 20-institution, California Postsecondary Education Commission (CPEC)-developed comparison group is as much as 10.8%. This is an unacceptable condition, and I agree with the Senate resolution that closing this gap should be a very high priority for the CSU. I have voiced this position as well, in our discussion of plans and priorities in the Executive Council. I can and will do more to keep the 100 million dollar salary gap high on the CSU priority list.

The Board of Trustees is also committed to closing this salary gap, as emphasized last month by Trustee Anthony Vitti, chairman of the Board's Blue Ribbon Committee, in a statement to the Committee on University and Faculty Personnel. This year the salary pool for CSU's 18,000 faculty members was increased by four percent, which will reduce the faculty salary lag by about one-third, at a total cost of thirty-seven million dollars. In addition, a joint effort was made this year to achieve a 15.6 million dollar augmentation of the CSU budget, which I strongly supported with our representatives in Sacramento, as a further source of funds to begin to address the CPEC salary gap. Moreover, the administration worked vigorously to create Compact II as a means of addressing the CSU's underfunded areas, particularly compensation and enrollments. Although the proposed budget augmentation was unsuccessful in the final hours of budget negotiations, and AB 1415 was vetoed, these efforts do lay the foundation for cooperation between the administration and faculty to address the salary and enrollment funding gaps in Sacramento. The Board has made it clear that it intends to continue to work toward elimination of the remaining salary gap, so that the CSU can offer the compensation deserved by its very dedicated and productive current faculty and offer the salaries required to attract talented new faculty. As I have done already, I will continue to support actively in Sacramento the Board's efforts to follow through on this promise.

The Senate resolution also expresses discontent with the Performance Salary Step Increase (PSSI) program and with the negative morale consequences of "inadequate compensation, increased workload and decreased availability of resources." First of all, I concur that the PSSI program, as it has been implemented on our campus and across the CSU, has had very regrettable consequences for faculty morale. It has also undermined trust between the faculty and both campus and system administrations. Does this mean that we should abandon the concept of pay for performance? I do not believe this is the intent of the Senate resolution, which requests a restructuring of pay for performance "to ensure that meritorious accomplishments can be recognized without subverting collegiality or creating gross inequities." Where I have had an opportunity to hear from statewide elected faculty representatives, as at open sessions of the Board of Trustees Collective Bargaining Committee, they have also indicated they are not opposed in principle to pay provisions that recognize outstanding performance. However, it is clear that closing the CPEC salary gap is a much higher priority for the faculty.

I concur with the Senate resolution that there is much room for improvement in the current performance pay system. I believe that the Senate took very helpful first steps this spring by simplifying the process and by emphasizing the evaluative role of faculty closest to their colleagues being considered for merit awards. Provost Zingg and I will continue to work with the Senate, and with the CSU administration, to achieve a compensation system that more effectively balances the principle of merit and the values of community and collegiality so critical to a university. In this connection, I would like to encourage all interested faculty to share comments and suggestions regarding performance pay with the CSU Academic Senate Merit Pay Task Force, established to explore alternative approaches to merit pay within the CSU System.

With Provost Zingg, I would also like to reaffirm my commitment to support the faculty in other areas vital to the recovery of high faculty morale and to the strengthening of our overall effectiveness as a university:

- adequate resources and staff support,
- workload distributions that permit adequate time for faculty renewal and development,
- an institutional culture of openness and respect,
- vigorous and effective participatory governance structures and processes and
- strong congruence between the goals and objectives of our University and those of individual faculty members.

Since the severe recession of the early 1990's, and the resulting drastic changes in funding for higher education, we have worked to restore lost ground, including restoration of faculty positions. In addition, we have initiated significant efforts to address faculty support needs, for example, through our faculty

workstation initiative, through the provision of more assigned time for curriculum work and through Cal Poly Plan funding for faculty project initiatives. Much more needs to be done. With the establislunent of a University Planning and Budget Advisory Council, to replace and expand on the role of the predecessor University Budget Advisory Committee, and through the ongoing operations of the Information Resource Management Policy and Planning Committee, the Campus Planning Committee and the Cal Poly Plan Steering Committee, we are also working to continually improve the role of consultation in University planning and budget development. None of these goals are easily accomplished, but, with commitment on all sides to communicate candidly and openly, to work together in a spirit of positive and genuine cooperation and to pursue a shared vision of our University and its future, I believe that all are within our grasp.

In closing, I would like to emphasize that I take very seriously the concerns raised by the Senate resolution and would like to reiterate my sincere regret over the consternation, anger and outrage engendered by the efforts to implement the CSU pay for performance system. I accept the challenge of this resolution, to work vigorously to achieve a more workable compensation system, and I will continue to work to strengthen faculty compensation, to enhance support for teaching and learning and to preserve and strengthen Cal Poly as a community of shared purpose, meaning and distinction.