I. Call to Order
   A. The Chair called the meeting to order at 3:15 p.m. following a brief photo session with the past Senate Chairs.
   B. Reg Gooden proposed a correction to the Resolution on "Accuracy in Academia" (page 5 of the April 1 agenda package). By convention, verbs in the resolved clauses of resolutions should be in the subjunctive mood. The Secretary questioned whether it was imperative to replace the indicative mood by the subjunctive, but cheerfully agreed to do so.

II. Recognition of Academic Chairs
   A. With the exceptions of Corwin Johnson, David Grant, and Howard Rhoads, all the past Chairs of the Academic Senate (1963-1985) were present.
   B. The Chair recognized the past chairs (1963-1975) individually who were then applauded collectively. The process was repeated for the past chairs (1976-1985).

III. Address by President Baker
   A. President Baker put his prepared text aside and spoke to the Senate extemporaneously for forty minutes. He first noted three issues that need to be faced in the next several years.
      1. The changing external environment;
      2. The constraints on the growth of the University;
      3. The special mission of Cal Poly.
   B. President Baker noted his cooperation with the Academic Senate during the Summer of 1985 when he reconsidered his stand on filling the position of Associate Provost for Information Systems. He agreed to set up a Task Force
which paved the way for the formation of a new Consultative (Search) Committee to make recommendations on filling the position (now titled Vice President for Information Systems). Applicants will soon be brought on campus for interviewing.

C. President Baker also noted that he had rethought the role of the President, internally as well as externally, and will soon effect a minor restructuring of the Administration. The new organizational model will include a:

1. Vice President for Academic Affairs (The Senate is presently soliciting nominations and will conduct elections, as necessary, for faculty representation on an Advisory Selection Committee).

2. Vice President for Information Systems (The Senate conducted elections last month for faculty members to serve on the Advisory Selection Committee).

3. Vice President for University Relations.

4. Vice President for Business Affairs (Effective immediately, Jim Landreth will fill this position).

In addition, the Dean of Student Affairs, the Director of Personnel, the Executive Dean, the Director of Athletics and several other administrators will report directly to the President. The above model should allow the President to have a clear picture of the University.

D. President Baker stressed that strategic planning does not consist merely of constructing a blueprint to be followed to completion. Rather, it is a dynamic process. He recalled last May's Senate Resolution on Strategic Planning and last October's University Convocation. Five major points were mentioned in that convocation:

1. Cal Poly's focus is on the individual and his needs.

2. Cal Poly is primarily an undergraduate institution.

3. Cal Poly is a polytechnic university with a special emphasis.

4. There should be a liberal component to education. We must not overplay the need for first-job readiness at the expense of providing students with the broad background and theoretical base that may be necessary to carry them into the far-distant future.

5. Cal Poly should develop graduate programs that reflect the emphases and strengths of the University.

E. Since last October, the President has met with the Deans and School Councils at least once. The question now is where we go from here. Issues abound: admission; enrollment; educational equity.

1. Admission standards for the CSU have been changed effective Fall 1986. Grades K - 12 will have to address these changes. The changes
will enable us to increase our own productivity. Community college admissions will be affected. Indeed, Title V changes have been proposed to ensure that students coming to the CSU System via community colleges have met the same requirements as first-time freshmen. At present, 70% of college freshmen are in community colleges. The Master Plan provides preferential treatment for community college transfers to the CSU/UC systems. Cal Poly, however, has a large number of first-time freshmen applicants.

2. Changing demographics will have an effect on California as a whole and on Cal Poly in particular. We must take educational equity seriously. How are we going to provide it? What will our enrollment policies be? We must rely on state and national surveys, not on tradition and unfounded logic. Unplanned growth has occurred in some areas so that the optimal enrollment of 14200 FTE has increased to 14700 FTE. Draconian measures have been needed in the past to reduce our enrollment back to the budgeted level. Shall we permit further growth to more than 15000 FTE? By Item 419*, growth is prohibited on campuses where growth is prevented by physical space. We are one of those campuses, but we should be able to increase our physical space to permit growth, if this is desirable. Remodelling and expansion of the Electrical Engineering and Business Buildings will provide additional needed lecture capacity. Additionally, the California Post Secondary Education Commission has recently changed the space utilization formulas to improve the standards and make us eligible for more space.

*Supplemental Report of the 1976 Budget Act

3. We must establish a process for discussing these and coming to conclusions. The Senate will be a focal point of the discussions and of the ultimate recommendations which will emerge from the process.

F. Beginning at 4:05 p.m. and continuing for the next hour, the Chair moderated a question-answer session. The President’s answers to those questions included the following thoughts.

1. The rate of retirement will be high but may not be as high as some have predicted due to the fact that retirement at 65 is no longer mandatory. We should be concerned, but not fearful, about the prospects of replacing those who retire. An inadequate replacement pool in California may be augmented by migration from out-of-state.

2. Many programs at Cal Poly are rigid, with few free electives. We may be sacrificing adequate long-term preparation for overwhelming first-job readiness. Curriculum is the purview of the faculty; the faculty should address the problem. Accreditation teams praise our highly-structured programs which produce people who will compete well now and in the future, but caution us about a lack of flexibility. Some highly-structured programs may result from the lack of graduate programs.
3. Curriculum decisions and budget decisions were initially coupled in 1980 when the student faculty ratio was deteriorating. Mode and level considerations have resulted in the best student faculty ratio in recent times, together with an increase of 50 faculty positions. Mode and level, however, promotes rigidity and turf protection. Curriculum and budget decisions must now be decoupled. We need assurances from Long Beach that decoupling will not result in a penalty.

4. Much money received by Cal Poly comes as designated funds. Companies who donate money do so because they recognize our good programs and want to see good programs in the future. They leave the development of those programs to us.

5. Designated funds must be spent as the donors specified. Diverting such funds to other areas of need may cause such funds to disappear. Support for galleries, etc. usually comes from individuals in their wills. We need to make arrangements for deferred giving now so that the next President will be the beneficiary of our groundwork.

6. Senior projects are a unique feature of the University. In some instances, however, they may not serve the best interests of the students. For senior projects to be valuable they must have the support of the faculty. Allowing Departments to determine whether to have a senior project requirement makes sense. Where the faculty do not support the requirement, the quality of the projects will suffer.

7. Students who come to Cal Poly as one major with the intention of changing majors after arrival on campus may become dissatisfied. There is a risk factor associated with such an internal transfer. There is no simple answer for this situation. Many majors are impacted. Academic advising is an important factor.

8. Funding of CSU outreach programs has exceed $100 million over the past several years. Funding is still available. We must measure the effectiveness of special programs and integrate them with institutional functions. More important is how to keep minority students in academic programs once they have been admitted.

9. Balancing the differences between school’s goals is a difficult matter. No process yet exists to weigh conflicting ideas against the benchmark tests of the changing external environment, the constraints on the growth of the University and the special mission Cal Poly has.

10. The appointment of blue-ribbon committees may facilitate the strategic planning process in some areas (e.g., the improvement of teacher education programs); it may be of little value in other areas (the achievement of quality education on-campus).

11. Class impaction in the liberal arts and humanities are occurring statewide. There are not enough resources to meet all the demands.
There is a phase lag of two years in the mode and level funding. Patience is required.

12. The current master plan established the CSU system with primarily a teaching function. Research was to be conducted at the UC system. California and the nation have profited by the establishment of the University of California as the major research institution. However, there is room for additional research activity by CSU, particularly research applied to specific needs of the State. CSU has changed greatly in the last twenty years. Yet our salary scale lags far behind the UC salary scale. Parity in salary has been suggested. Indeed, there is support for this from within the UC.

Faculty must remain up-to-date in their fields. The knowledge base is moving rapidly outside the academic arena. Applied research should be funded. The State should invest in its human resources via sabbaticals and funds for professional growth and development. In this area, the University of California is cautious re: additional support for CSU.

13. The redirection of human capital on-campus requires two factors: the presence of the necessary resources and the agreement of the party who needs to be redirected.

14. The present system of multi-criteria admissions attempts to weigh the high school student's G.P.A. and S.A.T. scores with other means of evaluation. Priority is given to California veterans and residents over non-residents.

15. The AIA (Accuracy in Academia) is a menace to the academic community. We have made inquires about AIA activity on campus and have found none to date.

IV. Adjournment

The meeting adjourned at 5:05 p.m. after the Chair thanked President Baker for his time and insightful comments.