

CALIFORNIA POLYTECHNIC STATE UNIVERSITY  
San Luis Obispo, California 93407  
ACADEMIC SENATE

Minutes of the  
EXECUTIVE COMMITTEE of the ACADEMIC SENATE  
Tuesday, January 21, 1992  
UU220, 3:00-5:00 pm

Continuation of agenda for January 14, 1992

Members present:

<u>Member</u>	<u>Dept</u>	<u>Member</u>	<u>Dept</u>
Andre, Barbara	StLf&Actvs	Mori, Barbara	SocSci
Andrews, Charles (C)	Actg	Murphy, James	IndTech
Botwin, Michael	Arch Eng	Peach, David	Mgmt
De Mers, Gerald	PE/RA	Russell, Craig (Secty)	Music
Devore, Jay	Stat	Shelton, Mark	CropSci
Gamble, Lynne (VC)	Library	Vilkitis, James	NRM
Gooden, Reginald	PoliSci	Weatherby, Joe	PoliSci
Head, Dwayne	P.E.		
Howard, William	City & RegPlng	Camuso, Margaret	Senate Staff
Irvin, Glenn	AVP		
Kersten, Timothy	Econ		
Koob, R.	AVP		
Lomas, Charles	EngrTech	Baker, Warren	President (4:30 pm)

Preparatory: The meeting was called to order at 3:10 pm.

V. Business:

D. Report from the Program Review Criteria-Setting Task Force. J. Weatherby, a member of the Program Review Criteria-Setting Task Force, explained that the PRCSTF wanted to set up a way to evaluate programs in a serious way on a level playing field with no preconceived outcome or hidden agenda. The criteria are structured differently than last year. The PRCSTF provided a few sheets with a summary of the basic issues involved and also an expanded version with accompanying guidelines for those issues. R. Gooden asked what was the specific purpose for the evaluation process. J. Weatherby reminded everyone that the Executive Committee's charge to the PRCSTF was *not* to examine fiscal or budgetary concerns but instead to come with a process to evaluate all of the programs at the university over a period of time in an equitable manner. He expressed a desire to maintain the same basic criteria over several years instead of changing the criteria frequently—consistency in the criteria would allow programs to prepare and understand how they will be measured. M. Botwin observed that data collection for student graduation rates [p.2 of the criteria] is presently unavailable. C. Russell requested that some provision for artistic output be included on Chart D, "Faculty Professional Activities"—as it stands there is no provision for artists, dramatists, musicians, poets, etc. T. Kersten asked how much relative worth will be attributed to each category. Weatherby replied that that would be left up to the [Program Review] Committee—it would vary by discipline and be subjective. D. Head further elucidated that there was no attempt to weight the categories. Both J. Murphy and C. Andrews emphasized that the primary goal of the process is to improve programs as stated in the opening sentence of the PRCSTF's introduction on page 1: "The criteria below were developed to evaluate academic programs in order to strengthen

them." D.Peach felt it would be useful to focus more on the process rather than on the criteria: we are placing an unnecessary workload on the field. Most programs have to do reviews for a variety of purposes and now the Senate is imposing yet another review that has only one purpose—and a vague one at that.

R.Koob then queered what we should do to decide how to distribute resources. D.Peach answered that allocation of resources is another purpose altogether and is *not* stated as a goal of this evaluation process. He asked Koob if there was a budget link. Koob replied that he did see a link. The *criteria* themselves are not necessarily linked to the budget process, but the link between the *evaluation* and budget processes should be clear. If we want Cal Poly to be good at what we do, then each of us makes a commitment to do better in what we do. Furthermore, we need to articulate that all the way up the line from the individual faculty member, to the chair, to the dean, to the vice president and president, and all the way up to the legislature. Koob doesn't believe very much in absolute values of measurement: what he believes in is the *change* in those measurements, i.e. how we improve. For instance, it is very hard to compare an engineering department to an art department, "but I can tell quickly whether or not Engineering's reputation is going up or down, whether its student enrollments are going up or down, whether student quality is going up or down, . . . I don't care how many elements are used to measure a program, but somewhere along the line we have to agree on what those metrics are. What is it we get to watch? I need to be able to justify why someone gets more money than someone else." In today's environment we have no choice but to articulate what we are doing and why we think it is good.

J.Murphy explained that the evaluation process calls for accountability and provides a point of reference from which one can be held accountable. W.Howard concurred, stating that this evaluation process will set some bench marks: he further urged that secondarily budgets be considered. Koob stated that we attempting to do that already this year by getting away from formulas as the *only* way by which resources are allocated. There are other currencies that are valid and important.

D.Peach observed that if this is to be a five-year process and if it has budgetary ramifications, then it does not really meet our needs. When we consider what is meant by "improvement" it could mean growth, shrinkage, or elimination—do the questions that are being asked provide the data that allows the university to make strategic choices?

R.Gooden interjected that we are up against two different time-lines: one concerns how to improve in an ideal situation, and the other situation is working with a reduction by 5% of last year's budget. Weatherby explained that a 5-year span was contemplated because it would take that long to work through all the programs. D.Head added that a 5-year process coincides with the 5-year cycle of accreditation programs. D.Peach wondered if we really had five years since budget decisions will be made before then. R.Koob responded that if the Senate adopts the criteria, then programs can start planning *immediately* since they can refer to the established criteria right away [even though they may not come up for evaluation until later]. M.Shelton asked how it would be determined which programs would be the first to be subjected to review—would there be targeted programs? J.Weatherby responded that the committee did not address that issue and that it was the purview of the Academic Senate.

B.Andre mentioned that we need to articulate that budget allocations can be affected by the evaluations of the Program Review Committee. M.Botwin suggested that the Vice President specifically state that, at which point J.Murphy added that either the President or Vice President needs to attach a statement as to how the report or evaluations will be used. D. Peach asked the definition of "program" as used by the PRCSTF. Koob answered that a program consists of all those courses that have the same prefix [in the *Catalogue* and *Schedule of Classes*]. If there is a different prefix—even within the same department—then there is a different program. While on the topic of definitions, M.Botwin asked that "low enrollment" also be defined. C.Andrews replied that "low enrollments" are already established by university standards.

A discussion of mode-and-level ensued, with R.Koob explaining that in the future we can use mode-and-level if we wish, but it will be less relevant on how we are funded from the Chancellor's Office.

After extended discussion of specific details in the document, L.Gamble voiced concern that we were removing and adding information without consulting with the full senate. After a short discussion, it was decided to place the entire document on the agenda for the next Senate meeting. C.Andrews urged all to make their suggestions and comments in writing.

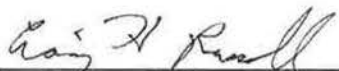
[III.] President Warren Baker: Report on the Implications of the Governor's Budget & the Actions of the Trustees. [An 8-page handout "California State University General Fund Appropriation" was distributed.]

The budget that the Governor provided provides the same amount of money that we received for what was expected to be this year's enrollment, the same amount of money that we received last year. The 270,000 FTES is calculated enrollment based upon information that was accumulated on the campuses about what the enrollment would be in the winter semester or winter and spring quarters for quarter-campus [See p. 1, "Major Actions of Governor's Proposed Budget, item A.]. We might end up a little lower than that. There is a good deal of restrictive language that has occurred over the years in the budget that has been removed and replaced with greater flexibility. The Governor has endorsed an increase of fees up to 40%, but it's not in the budget, unlike the University of California budget, and therefore could be expended at the discretion of the Board of Trustees. This is a significant departure from the past where the Governor and the Legislature—in fact, the law—restricts the fees and it has been essentially established as revenue to the state rather than as revenue to the California State University. This new change will require legislation. The Maddy legislation [presently in place] will actually require us to roll back fees this year—the 10% surcharge and 10% increase. A 10% increase would justify the surcharge added to that, and if you compute what it should be this year with the indices that we use, it should increase 7%. So it [the fees?] went up 20% last year, so it needs to be rolled back by about 3%. If that law stays in place, then we would actually have a budget reduction. So a good deal of discussion with the Legislature will be on this issue of a 40% fee increase. It provides \$17,000,000 for 2,600 FTES. This is derived simply from giving the same amount of money that the University of California received for enrollment growth. An additional \$17,000,000 allows them to meet their master plan requirements. Actually, they will cut back because they've been taking the top 14% of a high school class and will cut back those that they enroll but still be able to meet their obligation of the top 12.5%. A million dollars has been added for increased dental costs and five million for asbestos abatement from general obligation bonds. That will most likely be on the June ballot. No funds are provided for general salary increase, benefit maintenance increases, or merit salary adjustments (MSAs).

President Baker then walked the Executive Committee through the data on the ensuing pages of his handout. He observed that page 3 was important in that it illustrates what will drive the level of fee that is needed. Unless we get additional state revenues, we have three choices: increase the fees, decrease the enrollment, or decrease the expenditures [see p.4]. An additional \$44,281,110 is needed just to break even. To go *above* the level that is needed to maintain the program level that we have this year, we're going to have to show increase in access to classes. That is the approach we will have to take in Sacramento to sell the whole 40%. That means there has to be some restoration of the student-faculty ratio, rather than going down the list to Priority Program B [on p. 3]. As the students have their stay extended because they don't have access to classes then the cost over their time in school goes up substantially even if their fees don't go up. If we reduce expenditures we will clearly reduce quality [see p. 4]. A reduction in expenditures will further exacerbate the student/faculty ratio. Maintaining current enrollment will result in slower progress toward graduation. Thus reduction in expenditures is unacceptable to the Trustees at this time. Another option for closing the funding gap is to reduce enrollment, thereby maintaining the present level of quality

and student/faculty ratio within the funds that we have. Obviously that would cause problems: it would lead to lay-offs and it will not occur in a systematic or well-conceived way since we have such a short time-frame to do that. Another option is to try to get additional revenues from the State. Institution of a fee increase is subject to ratification by the Finance Committee which is tentatively scheduled to meet sometime around February 19. That will provide time for the CSU Senate, students, the Chancellor, etc. to ponder the different issues.

VI. The meeting was recessed at 5:00 pm. (Before recessing, C.Andrews clarified that the Executive Committee meeting on January 23 to complete the agenda.)

  
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Craig H. Russell, Secretary of Academic Senate

Jan. 29, 1992  
Date

**CALIFORNIA STATE UNIVERSITY  
General Fund Appropriation**

**Total, including Enrollment Growth**

Board of Trustees' Amended Request	\$1,790,273,412
Governor's Budget	\$1,663,357,000
Difference	\$ -126,916,412

**MAJOR ACTIONS OF GOVERNOR'S PROPOSED BUDGET:**

- A. Provides the same Appropriation as 1991/92 for 270,050 FTES
- B. Deletes traditional Restrictive Budget Language and  
Endorses greater CSU budget flexibility.
- C. Endorses Fee Increase up to 40% Over Current Fee with additional income  
expended at Discretion of the Board Of Trustees
- D. Provides \$17 Million for 2,600 FTES Enrollment Growth — UC MASTER PLAN COMMITTEE
- E. Provides \$1 Million to Support Increased Dental Costs for Annuitants
- F. Provides \$5 Million for Asbestos Abatement from G. O. Bonds
- G. No Funds provided for General Salary Increase, Benefit Maintenance Increases or  
Merit Salary Adjustments (MSAs)



# LEVEL OF SUPPORT

(270,050 FTES)

	General Fund	State University Fee Revenue	Total Expenditure Budget
1991/92	\$1,640.2	\$302.3	\$1,942.4
Cost per FTES	\$6,092	\$1,119	\$7,193
1992/93 Amended Trustees' Request	\$ 1,784.3	\$302.3	\$2,086.6
Cost per FTES	\$6,607{a}	\$1,119	\$7,726
1992/93 Governor's Budget	\$1,646.4	\$302.3	\$1,948.7
Cost per FTES	\$6,097	\$ 1,119	\$7,216
Difference {b}	\$ -137.9	\$0	\$ -137.9
Cost per FTES	\$ -510		\$ -510

{a} \$6,607 reflects initial request of \$6,536 per FTES approved by the Board of Trustees in October plus amendments adopted by the Board in November.

{b} This is the "funding gap" before any provision for enrollment increase, in contrast with the total overall difference of \$126.9 million between the Trustees' Request and the Governor's Budget.

1992/93 BUDGET PLAN  
IDENTIFICATION OF MANDATORY COST INCREASES REQUIRING  
FEE REVENUE FINANCING TO MAINTAIN CURRENT SUPPORT AND  
ENROLLMENT LEVELS

TRUSTEES' BUDGET REQUESTED INCREASES

A. REQUIRED EXPENDITURES:	AMOUNT	TOTALS
1. Bond Payments	\$ 13,983,304	
2. Opening of New Buildings	10,614,060	
3. Increase in Personnel Costs and Systemwide Benefit Program	7,353,746	<i>Worker's Comp. I DL, etc</i>
4. Price Increase	<u>12,330,000</u>	<i>Union Payment Increase</i>
Subtotal	\$ 44,281,110	

\$ 44,281,110

B. PRIORITY PROGRAM EXPENDITURES:

1. Instructional Equipment Replacement	18,136,403
2. Equity Programs	2,203,721
3. Financial Aid Staffing and Student Aid	10,651,702
4. Computing Support	<u>11,740,624</u>
Subtotal	\$ 42,732,450

\$ 87,013,560

C. OTHER ESSENTIAL EXPENDITURES

1. Special Repairs/Space Rental	8,630,000
2. Communications	5,157,551
3. Merit Salary Increase	23,814,500
4. Systemwide Provisions	3,877,252
5. Other	<u>9,407,137</u>
Subtotal	\$ 50,886,440

TOTAL

\$ 137,900,000

Amount per FTE for 270,050 FTES

\$510

**CLOSING THE FUNDING GAP  
OPTIONS**

**I. INCREASE FEES**

thereby:

Maintain Enrollment/Access

Maintain Present Quality

**II. REDUCE EXPENDITURES/RISK QUALITY REDUCTION**

thereby:

Maintain Enrollment/Access

Maintain Current Fee Level

**III. REDUCE ENROLLMENT**

thereby:

Maintain Present Quality

Maintain Current Fee Level

*IV Additional revenues from State*



## FEE INCREASES

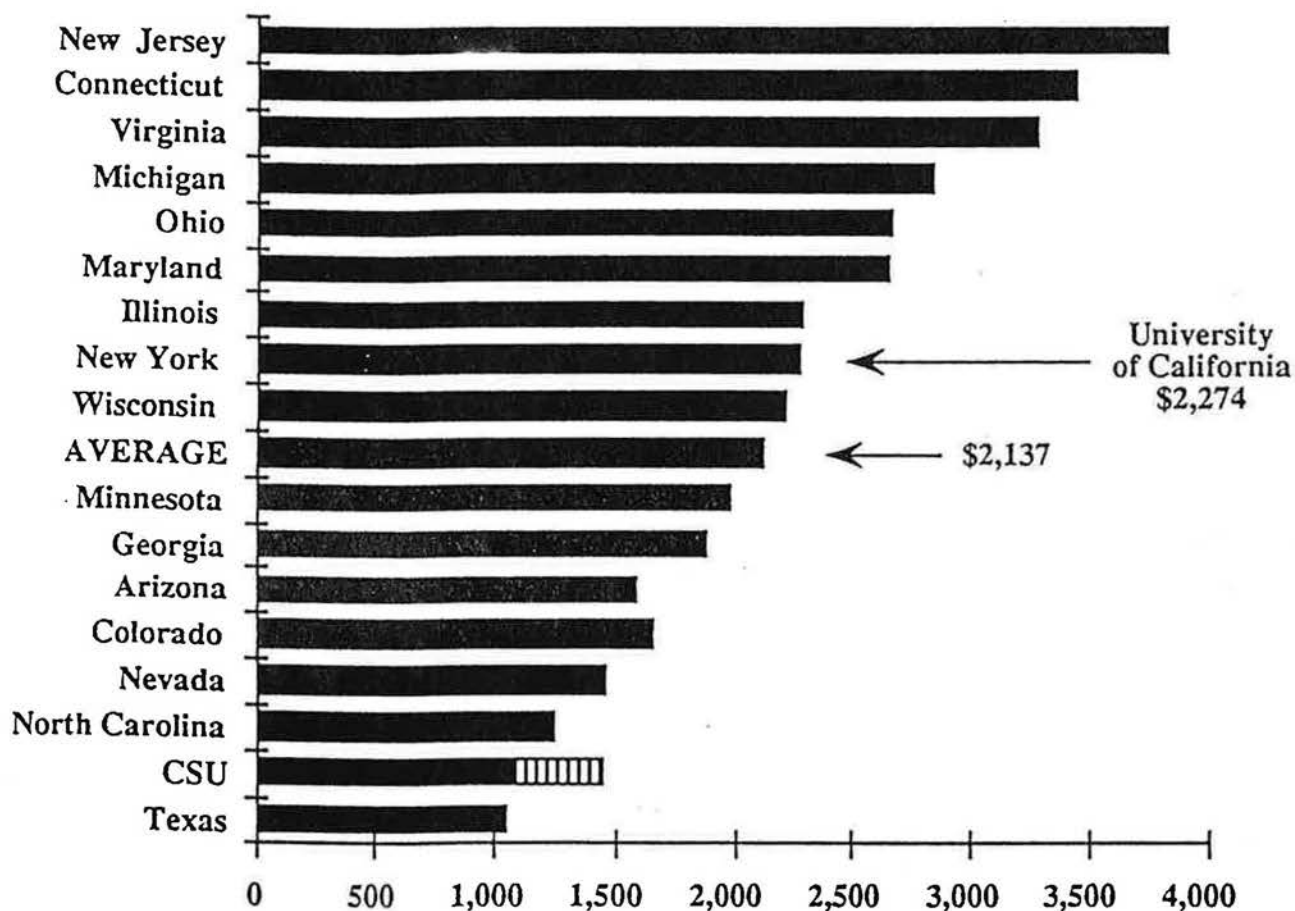
(based on 270,050 FTES)

### State University Fee Revenue Alternatives

Maintain Enrollment/Access  
Maintain Present Quality

<u>Fee Increase</u>	<u>Gross Revenue</u>	<u>Financial Aid</u>	<u>Net Revenue</u>
\$100	\$32,103,224	(7,072,883)	\$25,030,341
\$200	\$62,129,084	(12,828,074)	\$49,301,010
\$300	\$93,775,688	(18,942,963)	\$74,832,725
\$372	\$116,876,840	(23,259,356)	\$93,617,484 - 40%
\$400	\$125,883,752	(25,057,853)	\$100,825,899
\$550	\$173,187,458	(34,050,338)	\$139,137,120

1991/92 TUITION and FEES at PUBLIC UNIVERSITIES <sup>(1)</sup>  
Versus  
CSU STATE UNIVERSITY FEE ALTERNATIVES plus CAMPUS BASED FEES



**Current**  
State University Fee = \$936 + Campus Fees

**(\$372 = 40% Inc.)**  
State University Fee = \$1,308 + Campus Fees

Campus based fees for CSU = \$144

<sup>(1)</sup> Comparable CSU public universities used for faculty salary purposes in the states named.

# REDUCE EXPENDITURES/RISK QUALITY REDUCTION

For Reallocation of Funds  
To Meet Mandatory Cost Increases

## Reduction Alternatives

Maintain Enrollment/Access  
Maintain Current Fee Level

<u>Expenditure Reduction Levels</u>	<u>Reallocation Required</u>
Governor's Budget	\$ 8,728,000
Required	\$ 44,281,110
Plus Priority Programs	\$ 87,013,560
Trustees' Request	\$ 137,900,000

## REDUCE ENROLLMENT

Enrollment Alternatives (below 270,050 FTES) <sup>{1}</sup>

Maintain Present Quality  
Maintain Current Fee Level

Enrollment Reduction (FTES)	Budget Savings			
	Marginal Cost @\$4,000	Governor's Budget @\$6,097	Amended Request @\$6,607	Academic Senate @\$6,994
1,000	\$2,856,000	\$4,953,000	\$5,463,000	\$5,850,000
5,000	\$14,280,000	\$24,765,000	\$27,315,000	\$29,250,000
10,000	\$28,560,000	\$49,530,000	\$54,630,000	\$58,500,000
20,000	\$57,120,000	\$99,060,000	\$109,260,000	\$117,000,000
30,000	\$85,680,000	\$148,590,000	\$163,890,000	\$175,500,000
40,000	\$114,240,000	\$198,120,000	\$218,520,000	\$234,000,000

<sup>{1}</sup> Governor's Budget includes \$17 million for enrollment growth of 2,600 FTES. Under any enrollment reduction this increase would be eliminated.

Budget Savings	Enrollment Reduction (FTES)			
	Marginal Cost	Governor's Budget	Amended Request	1986/87 Level
\$8,728,000	3,056	1,762	1,598	1,492
\$44,281,110	15,505	8,940	8,106	7,569
\$87,013,560	30,467	17,568	15,928	14,874
\$137,900,000	48,284	27,842	25,243	23,573
\$243,372,700	84,864	48,935	44,366	41,431

**Memorandum**

**RECEIVED**

JAN 15 1992

CAL POLY  
San Luis Obispo  
CA 93407


**Academic Senate**

**To** : Charles Andrews, Chair  
Academic Senate

**Date** : January 13, 1992

**File No.** :

**Copies** : Jan Pieper  
Anna McDonald

**From** :   
Warren Baker  
President

**Subject:** Process for Recruitment and Appointment of Vice President for Business Affairs

Please review the enclosed draft of a Process for Recruitment and Appointment of Vice President for Business Affairs. As you know, Frank Lebens was asked to assume the position on an interim basis and to conduct a study of the organizational structure for Business Affairs and Facilities Administration.

I expect to have a plan for a permanent structure early in the Winter Quarter, and I would like to begin a recruitment for a permanent Vice President for Business Affairs as soon as we have an approved process.

I would like to have any comments or recommendations from the Academic Senate on the proposed process as soon as possible.

Thank you for your attention to this matter.

**PROCESS FOR RECRUITMENT  
AND APPOINTMENT OF VICE PRESIDENT  
FOR BUSINESS AFFAIRS**

When a vacancy occurs in the Vice President for Business Affairs position, the President will form a consultative committee.

1. The committee will be composed of staff members, tenured faculty members and a student as follows:
  - A. Three permanent staff or Management Personnel Plan (MPP) members representing the Business Affairs/Facilities Administration area, appointed by the President.
  - B. One employee representing permanent staff or MPP members in other non-academic areas and academic support staff, appointed by the President.
  - C. One school dean, appointed by the President.
  - D. One instructional department head/chair, appointed by the President.
  - E. Two members of the tenured faculty, with no more than one from any one school (or equivalent unit), selected by the Chair of the Academic Senate.
  - F. One member of the executive management staff, appointed by the President.
  - G. One student, selected by the ASI President and confirmed by the Student Senate.
  - H. The Director of Affirmative Action will serve as an ex-officio non-voting member of the consultative committee and the Director of Personnel and Employee Relations or designee will serve as a staff member to the committee (ex-officio, non-voting).
2. The President will send notice of the position vacancy and a copy of the process to the Chair of the Academic Senate requesting that the selection of consultative committee members (in 1.E above) be made from the list of tenured faculty and librarians. The Chair shall consider the possibility that some committee deliberations and interviews may take place during academic holidays or Summer Quarter.
3. Selection of the student member of the consultative committee will be by the ASI President, with confirmation by the Student Senate. Candidates must have at least junior standing, a minimum of three quarters attendance at Cal Poly and a G.P.A. of at least 2.5.



4. The chair of the consultative committee will be named by the President.
5. Formal announcement and advertising of the vacancy will be made following the usual personnel practices in giving notice of professional vacancies.
6. The President or designee will receive all applications, and they will be forwarded to the committee with full information available on each candidate's educational and professional qualifications.
7. Appointment to Vice President for Business Affairs will be made only from the list of candidates reviewed by the consultative committee.
8. The President or designee will consider the consultative committee's advice on each candidate. Every effort will be made to reduce the list of candidates to those who are mutually acceptable. Within budget limitations, a mutual effort will also be made to determine which candidates will be invited to be interviewed by the committee. All qualified on-campus applicants will be interviewed by the committee.
9. The committee will send the President the names of at least three candidates acceptable to the committee. The final appointment is the responsibility of the President.
10. The committee will be free to report its deliberations to the Academic and Student Senates in a manner appropriate to the handling of professional personnel matters.