

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

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

Members present:

<u>Member</u>	<u>Dept</u>	<u>Member</u>	<u>Dept</u>
Andre, Barbara	StLf&Actvs	Lomas, Charles	EngrTech
Andrews, Charles (C)	Actg	Mori, Barbara	SocSci
Bailey, Tina	Chem		
Botwin, Michael	Arch Eng	Murphy, James	IndTech
De Mers, Gerald	PE/RA	Peach, David	Mgmt
Devore, Jay	Stats	Russell, Craig (Secty)	Music
Gamble, Lynne (VC)	Library	Shelton, Mark	CropSci
Gooden, Reginald	PoliSci	Vilkitis, James	NRM
Irvin, Glenn	AVP		
Kersten, Tim	Econ		
Koob, Robert	VPAA [c.4:00 pm]	Camuso, Margaret	Senate Staff

Preparatory: The meeting was called to order at 3:15 pm.

- I. Minutes: The minutes for the meeting on March 31 of the Academic Senate Executive Committee were approved with the following correction: in the next-to-last paragraph of p. 3, the statement "In the event more than a 95% cut might be necessary," should read "In the event that a reduction down to 95% of the budget might be necessary. . . ."
- II. Communications and Announcements:
 - A. C.Andrews commented that we have a memo from Glenn Irvin regarding the Summer Teacher Scholar Program that will run from June 15-18 at Pomona.
 - B.The Chair also mentioned that he had sent a memorandum to the Budget, Long-Range Planning, and Personnel Policies Committees to evaluate the implications of further budget cuts on academic programs.
- III. Reports:
 - A. Academic Senate Chair: C. Andrews met with the chairs of the Budget, Long-Range Planning, and Personnel Policies Committees yesterday [April 20] from 10:30-11:30. There was discussion but no policy decision. They did, however, agree on an approach. Andrews took their input and put it into a memo to Koob. He then met with Koob at 1:00 and discussed the agreement between the vast majority of committee members that the cuts should be vertical and probably targeted rather than across the board (in other words, which programs don't fit the mission, etc.) Also there was a checklist of things such as "Cut O&E" or "Cut all expenditures," etc. The three chairs and Andrews discussed that and they had serious misgivings about that approach. There was a request to cut administrators, particularly at the Associate Vice President level, and Directors level, reduce the number of people with 12-month appointments in administration, department heads,

etc. There was a "shopping list." Those items were shared with Dr. Koob. Then Andrews reported that at 3:00 o'clock he met with Koob and the Dean's Council. Each dean received a letter that was distributed at the meeting, and the deans could meet privately with Koob to discuss the proposal. All schools got hit to varying degrees. Andrews related the following quotation from Koob that was in each of the dean's memos:

"The President has determined that the funding reductions that brought us to the Phase One Budget submitted to the CSU Chancellor pose a significant threat to the quality of academic programs here at Cal Poly. One problem is that the ratio of non-personnel expenditures is seriously out of balance compared to what it was just a year ago. It was widely recognized even then that our Operating and Equipment Budgets were well below the national average of comparable institutions. To redress that shortcoming I am asking you to identify positions lines equivalent to X dollars by April 27. If those position lines are occupied, please notify Charlie Crabb immediately so that proper procedures may be followed in the event layoff becomes necessary. If funds are available in the 92-93 budget, these dollars will be reallocated to your school in O&E categories. They will not be allocated to replace positions."

Andrews continued, stating that the critical statement to the faculty was the following:

"Please carry out appropriate consultation with your school to arrive at a suitable way to achieve this budgeting objective."

Koob asked Andrews to give the report that he had given to Koob to the deans as well, which he did. And he made this point—consultation by talking to the department heads would *not* be considered appropriate consultation. If you plan to have the department heads communicate the information then there will be as many different versions as there are department heads. He urged that Koob try to get the same message to all people. Andrews then asked how many members had *not* seen Koob's letter. Most senators had seen the memo at his or her respective department meeting. The faculty in the School of Business, the School of Professional Studies or the Library, however, had not yet been notified. M. Botwin then expressed distress that faculty were being cut before O&E expenses. Andrews explained that last year some deans met the budget crunch by throwing in their O&E budget. The president has responded that we cannot continue that way. We cannot continue to operate if we don't have the money to support the program. B. Mori commented that if you fire faculty, then you don't have a program. J. Vilkitis expressed concern over vertical cuts, especially since we do not have a committee in place to review academic programs. Andrews had asked Koob how a decision was made as to where cuts would be made if vertical cuts were implemented, and Koob's answer was that they took the information that they did have available from last year's committee along with responses provided by targeted schools last year and updated information. Then it was discussed with the deans.

J. Vilkitis wondered why the Academic Senate was bypassed in this process since programs fall under the purview of the faculty. Faculty determine whether a program is reduced or expanded. We are missing the role of the Academic Senate. Everything we have heard up until now in the Academic Senate doesn't make much sense at this juncture. C. Russell asked if we could defer Merits Salary Adjustments to help with the budget crisis. T. Kersten replied that MSAs aren't even on the table. They're gone.

L. Gamble commented that in order to cut programs one either has to have a budget emergency or a program discontinuance. She asked how can there be a budget emergency if we don't even have a budget. Andrews replied that we can plan for it.

J.Murphy asked C. Lomas what was the status of Engineering Technology [in this crunch]. Lomas responded that Koob suggested that E.T. be phased out so that the entire 100% budget savings for the School of Engineering be taken from E.T.

M.Shelton commented that this process is strategic restructuring and reorganization since the funds will not be reinstated even if funds become available later. The layoffs will not be contingent on budget cuts. Andrews agreed, stating that the layoffs are not contingent [on funds] but are absolute.

B.Mori asked if a declaration of a budget crisis would result in a hiring freeze. If there were a fiscal emergency, one of the first things we would do is to cease to hire new faculty and replacements—and we are not doing that. Andrews concurred. He continued by stating that this issue has been brought before Koob on several occasions, but Koob has no control over Student Academic Services. It was then asked who *does* have control over them. Andrews stated that Vice-President Hazel Scott has a large staff: two Associate Vice Presidents and nine Directors. C.Andrews has asked Frank [Lebens] to compile budget figures for the past three years so that we can compare the budgets before the "crunch" with budgets after the crunch. The deans asked for similar information yesterday. Those figures would permit us to look at each area of operation in the university and see what the percentages are in each area. Let's see that the budget reduction lines are going down all over. L. Gamble commented that each Vice President has control over his or her part—but who is looking after the *larger* budget? Who is in charge? Who sees to it that the cuts are made justly and that we are all following the same philosophy? Andrews responded that is Frank Lebens job—and it is being monitored closely by Koob. Koob has told us that other areas have taken larger cuts than Academic Affairs. T. Kersten thought it would be very helpful if some high Administration official would come down and explain it to us: here are the five functional areas of the campus; here is how much money there was two years ago, this is how it changed one year ago

Andrews said that we will know the budget soon, and it looks worse than projected.

L.Gamble asked Andrews to go over again what he and the three committee chairs had decided. She also expressed disappointment that the Executive Committee had been closed out of the process and cut out of the loop at the crucial point in making budget recommendations: "we should have been involved." It may have been easier to get a response by going to the three committee heads, but the Executive Committee should have been allowed to make budget recommendations.

[At this point Koob entered and joined the meeting.]

III.C. Vice President's Announcements: the consultative phase officially began yesterday afternoon. The administration first had to set targets for the various schools in order for them to have something to react to, and each of the deans has been called in. They all are proceeding in a consultative basis, either by meeting with departments themselves or by asking the chairs to meet with their departments. The sequence of schedules is actually working out rather well. The deans met yesterday; the Senate Executive Committee is meeting today, and PACBRA meets tomorrow. No decisions will be made before next Tuesday, at the earliest. From Koob's point of view, it is not too late for anything. Consultation cannot begin until one has some targets to talk about. It has to start someplace—and it just began yesterday afternoon.

M. Botwin asked whether the consultative process would affect whether staff or faculty would be cut rather than the other proposal of not increasing operating expenses—has that already been done?

Koob answered that no decisions have been made. He continued: when we looked at the way the various schools responded to the March 31 deadline for meeting a specific budget target presented by the Chancellor's office, we found most schools took it out of equipment, supplies & services, and operating expenses to the tune of nearly 3 million

dollars. This puts the academic program in reasonably serious jeopardy. It puts a drain on all the schools. We discussed the need to have an alternative of the restoration of that balance. Many of you have agreed that Cal Poly and CSU in general are already on the edge of quality with respect to support versus personnel. And so it was an administrative decision that we needed to come back and ask the schools to give us an alternative which would include personnel alternatives instead of supplies and services. Now the decision as to which of these alternatives to pick up has not been made yet. The President feels we have to take this conservative approach because if we have to live with this budget, we have to make certain that we can sustain it into the future and sustain our quality. The President has not deviated the teeniest bit from his commitment to quality. He has wanted us to downsize the student body, he has wanted us to preserve the appropriate balance between supplies, services, equipment, and personnel to assure that the university he leads is a quality one. So we have necessarily had to come up with a plan of approximately equal number of dollars that have been dragged out of the budget for one thing in order to meet this deadline at the end of March from other sources. So the judgement is we are putting out quality in jeopardy by the action and budget we submitted to the chancellor. We need to make our decision by May 15, because if we are in fact going to be picking out positions instead of O&E, we need to get those notices out. The only consultation you could have participated in, prior to now, would have been the relative targets for each of these schools which doesn't really [solve much]. In truth, we are not distributing a "cut" to anybody but only a shift in emphasis. Now we need to consult as to *how* to do it. What's the best idea? What preserves the quality at Cal Poly?

Andrews asked if God laid a golden egg would the cuts in personnel be restored?

Koob replied it's hard to tell since no one has reported back yet. We don't know yet what they [the deans] intend to do. In some cases the answer probably will be yes; in other no. It depends on what the school decides is in its own best interest. There is no generic answer.

Botwin said it was his understanding that non-state moneys cannot be used for personnel. Koob said that is not true. However, people that give money usually have ideas how they want that money spent. The question is—how many bosses do you want? Many schools already have major fund-raising campaigns. But most of that money is not seen for a while. Studies show that no more than 40% of raised funds will appear in any spendable form. Most donations are in deferred giving. And of the 40% of spendable funds, 90% of it will be restricted. The "free" money that they would get to spend is the remaining 10%. The President says "that by working hard to create endowments, I am doing my successor a great favor." That's really when it pays off—it pays off down the line. The average payout time for a deferred gift to the university is seventeen years.

L.Gamble then expressed to Koob her concern that each Vice President is looking over his or her area of the budget, but who is looking over the *whole* budget? If the suffering is not shared by all, then it can cause resentment.

Koob responded that their cuts [in other areas] will be greater than in Academic Affairs. That has already been agreed upon by Management Staff. The cuts in non-Academic Affairs will be higher. That was true last year and it's true this year. The Management Personnel are always cut more than any other unit on campus. Each of the other units have been asked to make comparable cuts.

With respect to who is looking over the whole thing, it is management staff. They meet usually on Mondays and agree as to what everyone ought to be doing. Koob also clarified that the same rules cannot be equally applied to all areas. Business Affairs, for instance, does not have the same opportunities for vertical cuts as an academic program does. We can't vertically cut all the janitors, or public safety, or accounting, or payroll. You can change the service level for those, but vertical cuts are impractical.

Gamble then stated her concern and apprehension over the of cutting of tenured faculty while at the same leaving large numbers of lecturers.

D. Statewide Senators— none

IV. Consent Agenda— none

V. Business Items

A. Zeljka Bilbija's name was withdrawn as a nominee to the GE&B Blue Ribbon Committee

B. No item—it was pulled.

C. Resolution on Time Limit to Obtain Degree. J.Murphy explained the resolution. B.Mori asked if the ten-year time limitation specified in the resolution implied that a student had to complete the degree within ten years. Murphy responded that the student *could* actually take longer, but would need to revalidate any course work prior to ten years before graduation to assure that course work was still viable and valid within the program. Reg Gooden asked if this issue of time-limitation historically had presented some pressing problem. G.Irvin then interjected that the time-limitation would only affect a few students. Most people want to get out as quickly as possible. But this resolution would apply to the student who comes back to complete a degree after 20-25 years. Murphy explained that this item would apply to some students who work and do not attend full time. To avoid confusion in intent, B.Mori and J.Murphy both advised an editorial change with the words "time frame" replacing the words "time limit" wherever they appeared in the resolution.

R. Gooden **moved to agendize** (2nd by Botwin). During discussion, Vilkitis stated he felt unclear on the meaning of the last "resolved" clause. Peach, too, was troubled by the vague nature of the final "Resolved" clause, asking what exactly constituted "leaving the university"? G. Irvin then clarified that broken enrollment or "leaving" school is defined as two consecutive missed quarters. C.Andrews then offered the editorial change, suggesting that the language in the last "Resolved" clause be changed from "If you fail to complete degree requirements within twelve months of leaving Cal Poly . . ." to the revised version, "If you fail to complete degree requirements within twelve months *of your last enrollment* at Cal Poly . . ."

C.Andrews asked *who* decides whether or not a student can use an old catalogue for graduation or must use the new catalogue. G.Irvin replied that different deans have different policies. Some are strict, others are lenient.

J.Murphy asked if the Executive Committee would like to have the last "Resolved" clause pulled and put into a separate resolution. The committee concurred. Then Murphy made the editorial change that the previous "Resolved" clause would end with the words "Petition for Special Consideration."

M.Shelton asked whether a seven-year time frame would be more appropriate than ten years. T. Bailey responded that the *average* time frame for graduation is six and a half years.

The motion to agendize with the changes passed (note, as a split item with only the top portion coming forward).

D. Resolution on Administrative Probation for Inadequate Student Progress. Murphy explained that the problem in a student's progress toward graduation is usually *not* the number of units that he or she accumulates, but the order and sequence they take them and the relation to his or her curriculum. The units stack up, but there is no progress toward the degree. J.Devore suggested that the language in item 2 of the first "Resolved" clause which states "Repeated failure to progress . . ." be clarified and made more precise. G.Irvin responded that that is the exact language of the Executive Order. Devore still felt the language was imprecise and the standards could be applied capriciously across the university. Andrews added that "inadequate progress" is never defined, and furthermore, the resolutions are "namby-pamby and do not have any teeth to them." Irvin responded

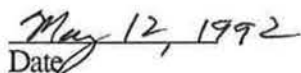
that we need to allow discretion to the deans to handle all kinds of students. Andrews asked if we have records of how many academic disqualifications have actually occurred on campus? G.Irvin said we have those records, and the numbers differ from school to school. J.Vilkitis asked whether the "unsatisfactory scholastic progress" in the first "Whereas" clause could include poor grades or should apply only to a student who is not taking the appropriate classes for his major. Murphy said it could include either case. D.Peach observed that there are several "synthetic majors" on campus where a student enrolls in one program because he can be accepted and really wants to be in something else. He felt there were some deeper fundamental issues of concern here, such as the holding of our majors as "hostages" that should be discussed and resolved before we act on this particular resolution. He felt we should delay action on the resolution. J.Murphy stated the issues were brought to his committee by the Academic Senate, and he felt it was appropriate to bring this item of legitimate concern forward to the full Senate—why *not* agendize it? Gamble added that most universities have a similar policy. Irvin, too, stated that the first two "Resolved" clauses are already policy. It is only the last issue that is new. Gamble **moved not to agendize** (2nd by Devore). The motion passed.

E. Resolution on Election to University Professional Leave Committee. It was observed that we need to delete the "School of Professional Studies" from the document since it is being dismantled. It was suggested that the Library be moved from item 2ii) to item 2i) in the Resolved clause. Botwin **moved to place this on the consent agenda** (2nd Mori). The motion passed.

F. Resolution on Curriculum Requirements. Tina Bailey gave a background statement explaining that a problem has arisen with respect to the "Support" column in many departments' degree curricula. Some majors even have 85%-90% of their major courses crossing over into the support column. This is an artificial way to get around CAM. This resolution tries to clarify better what constitutes the four course areas: Major, Support, GE&B, and Electives. A class belongs in the "Major" column if it has the same courses prefix as the [degree] major. Courses not having the major prefix, *can* go in the "Major" column of required classes. There should be no "double-counting," and all concentrations belong in the "Major Program." If two people have the same major, 50% of their classes should be the same. In the SLA, a course can actually be a "course area." Peach **moved not to agendize** (2nd by Gooden). The motion passed.

VI. At 5:07 the meeting was recessed until at 3:10 on Thursday, April 23.


Craig H. Russell, Secretary of Academic Senate


Date May 12, 1992