Minutes
Extended Executive Committee

Thursday, August 16 2012, 11:30 am – 4:00 pm, Friday August 17, 8 am-noon

Present: Executive Committee: Guerin, Filling, Brodowsky, Miller, Nelson, Postma
Standing Committee Chairs: Yee Melichar, Buckley, Ullman, Krabacher
Guests:  Cheyne, Smith, Vogel, O’Donnell, Hanley, Van Cleve, Young, Forbes

1. Meeting Called to Order 11:30 by Chair Guerin
2. Agenda approved as amended
3. Chair’s Report

Chair Guerin announced purpose of the meeting to identify major initiatives, priorities, and goals that will drive the ASCSU agenda for 2012-2013. The meeting was convened in response to the agenda-setting meeting held with Chancellor Reed in July.

Chair Guerin reported on the main topics of the week’s Academic Council Teleconference.

• Budget Update - they have moved to a balanced mix of revenues and cuts to address the $250 million trigger cuts, stating that if politics of the day don’t let them raise tuition, then they will be forced to cut costs.

• Enrollment Growth - There was a significant change in the discussion of enrollments, specifically with respect to growing enrollments – if Prop 30 passes, we may grow enrollments by 5%.

• Sabbaticals and Assigned Time – If Prop 30 does not pass and the trigger is pulled, the view that sabbaticals are not automatic for 2013-14 was discussed. If the budget situation is dire, the Provosts can decide not to grant them. They are looking at cutting back assigned time.
• **Program Closure:** Discussion focused on how to save small programs by combining campuses. How can our standing committees address these? Perhaps white papers investigating the true value of the programs and why duplication is needed. We also need to consider the mix of graduate vs. undergraduate programs (some grad and specialized programs are small because of accreditation requirements). EXCOMM members brought up the recent conversations about cutting graduate student SUGs; there was a suggestion that ASCSU should form a task force on graduate education.

• **Faculty Hiring:** The Provosts discussed hiring faculty on their campuses. Issues of tenure density and attrition were discussed.

• **Impaction:** The current implementation of impaction is creating problems, as some transfer students do not have a home campus.

4. **Reports From Chancellor’s Office Liaisons**

4A **Eric Forbes: Assistant Vice Chancellor**

**Early Start:** Forbes discussed the need to assess Early Start Program and report on the findings of such an assessment. While most data we have are anecdotal, data collection will be carried out by analytic studies under the direction of Marsha Hirano Nakanishi. CSU is currently serving 21,000 in Early Start. So far we have mostly anecdotal data.

**Admissions Advisory Council** – Forbes reported that there has been Resolution on Impaction – There is a need for more local flexibility that allows campuses to consider criteria other than geographic service areas in defining admissions criteria for impacted programs. Forbes emphasized the need to put students – rather than campuses – at the center of the discussion. Forbes gave examples of possible other criteria that may be used.

**Student Fees** – Forbes discussed additional fees being considered. The first question is how to charge fees to students who have 150 units or more units. The second question involves the course repeat policy and charging a higher fee for repeated course. The third question concerns how many units students take in a semester. Above a certain level (16.5 or more units), students will be assessed higher fees.

EXCOMM members asked Questions about Access to Excellence and undergraduate/graduate enrollment management – post baccalaureate vs. graduate.

4B: **Leo Van Cleve: International Programs**

Van Cleve discussed the need to development as well as streamline policies around international activity. He updated EXCOMM about policies concerning International students admission and TOEFL scores. His office is working on a policy governing
agreements between the CSU and international institutions. When asked about the fee structure for international students, he suggested that these fees may increase.

4C: **Gerry Hanley – Academic Technology Services**

Hanley discussed a number of Technology initiatives summarized as follows:

*College Readiness* – The CSU Success Strategies Website provides information for High School students so they can get pre-admission advising online.

*Teacher Education* – Noyes Scholars program STEM Education is providing virtual science labs for schools that don’t have the funding to offer on-site laboratories.

*Content* – System-wide library services – e-journals to e-books – use the system size to negotiate our savings. The goal is to use CSU’s size to gain economies of scale and cost cutting. Hanley described a system called “Get it at Cal State” – Can find any article that exists – can get per-article to avoid copyright fees.

*Library Management System* (LMS) and *Learning Management Systems* (LMS) – they have come up with a link between the two to avoid bottlenecks.

*e-Book collections*. Hanley described a patron driven acquisition function based upon user behavior. Coordinating bookstore orders with the library saves students money. EXCOMM asked that we think about how faculty learn about all of these helpful initiatives.

4D: **Beverly Young: Assistant Vice Chancellor, Teacher Education/ Public School Programs**

California’s transition to the common core system affects the EAP and definition of college readiness. We anticipate that with the new test system in the 11th grade, the EAP will be replaced. We need more faculty involvement in this test construction to make sure the 11th grade test is the right one for the CSU.

- The Center for Teacher Quality—The current Director, David Wright, has announced his retirement and we are beginning the search for a new Director;
- Early Assessment Program—The new “conditionally exempt” status in English will be offered statewide, with the options for conditions including the successful completion of the ERWC program;
- The Center for the Advancement of Reading—The CA Dept of Education has awarded the subcontract to write the new English/Language Arts framework to the CSU CAR;
- A Bechtel grant to support development of additional lower division science preparation for future elementary teachers;
• Ongoing preparation for K-12 conversion to the Common Core State Standards, and effect on CSU teacher preparation programs;
• Process of the development of a new K-12 standardized assessment and its impact on the CSU Early Assessment Program and determination of college readiness

4E Ken O’Donnell: The Following is a Report from Ken O’Donnell

The department of Student Engagement and Academic Initiatives & Partnerships connects CSU campuses with each other, their counterparts in the California Community Colleges, and their surrounding communities through these offices and functions:

**Center for Community Engagement:** Supports campus efforts in service learning, first-year experience, and civic engagement. Since the center’s launch in 1998 service learning has become one of the most pervasive high-impact practices in the CSU, in 2011-12 reaching 20% of our students. Director: Judy Botelho.

**Graduation Initiative:** Co-leads the system’s drive to raise six-year graduation rates by eight percentage points and cut in half the difference in those rates between students of color and other students, all by 2015. Direct liaison to nine campuses (Channel Islands, Chico, Dominguez Hills, East Bay, Fullerton, Long Beach, Monterey Bay, San Diego, San Marcos).

**Give Students a Compass:** Directs the multi-year, grant-funded effort to develop improved general education pathways to transfer from college to university. National data suggests that building more engaging practices into required lower-division GE coursework improves success for all students, particularly the underserved. Project Director: Debra David.

**Student Transfer Achievement Reform Act:** Leads curriculum-related implementation of CA Senate Bill 1440 (Padilla), chaptered as the STAR Act. The law calls on community colleges to create Associate Degrees of Transfer that can lead to finished baccalaureate degrees within 60 semester- or 90 quarter-units after transfer to the CSU.

4F: Ephraim Smith – Executive Vice Chancellor

EXCOMM asked Dr. Smith for an update on CSO (Cal State Online) and shared its concern about the lack of communication between the CSO and the faculty.

EXCOMM also asked whether or not any assessment had been done with respect to the effects of imposition of a professional fee for MBA programs. Such an assessment has not been done to date.
5. Executive Committee Initiative Updates

5A: Steven Filling: Internal ASCSU Actions Following the Disposition of Resolutions
Filling shared a presentation about ASCSU 3073 that asked for a follow up on disposition of resolutions. Members were concerned that there were too many color codes to remember.

5B: Chris Miller: Streamlining Internal and External Communications
Chair Guerin developed a chart designed to manage the flow of resolutions to serve as a calendar for the ASCSU's internal operations. The chart contains directions for the timelines and actions of organizing agendas, meetings, minutes and reports, and resolutions. Internally, the chart helps committee chairs manage the flow of meeting minutes and reporting them to the senate secretary to facilitate their timely inclusion in the minutes. Externally, the new reporting formats will facilitate the creation and dissemination of an ASCSU newsletter that can be shared with all faculty on all campuses. Senator Miller presented a discussion of how the chart will drive the overall Communication Plan. Miller also presented draft templates that she had designed for a) reports to the ASCSU, b) resolutions, and a newsletter.

As part of this discussion, Chair Guerin discussed the use of Moodle discussion forums to facilitate the flow of resolutions between plenaries and interim meetings and to save time on the plenary floor by minimizing the need for last-minute wordsmithing. While we are still considering how many Moodle and drop-box folders to establish, it was agreed that a final drop box with final, senate-floor ready resolutions should be accessible only by committee chairs, the Senate Chair, and the Senate Staff. This will eliminate the problem of “final” drafts, “final final” drafts and “final final final drafts.”

Senator Ornatowski, our resident grammarian has volunteered to review final drafts sent to him by committee chairs. The committee chairs indicated that they would like to receive the tracked-change reviews before they themselves upload the final drafts to the appropriate drop box for the senate staff.

EXCOMM agreed that we should also present this time management plant to the first plenary so that the entire senate is acculturated to the new process.

EXCOMM also engaged in a related, lengthy discussion about the use of technology for managing these processes: Moodle, Dropbox, and Eluminate. This is particularly important given that we are relying more on interim virtual meetings.
Catherine Nelson New Senator Orientation

Draft ASCSU New Senator Orientation Plan, 2012-13 (based upon update from Darlene about last year, and comments from senators responding to my email, see below)

Objectives

1. Prepare senators for participation in ASCSU decision-making, especially looking toward second year
2. Provide information to new senators about the ASCSU, what it does and how it does it.
3. Introduce senators to staff and internal procedures for travel reimbursement and the like.

 Orientations Sessions (with additional sessions if new senators want them)

September Plenary
1. Introduction to Extended Executive Committee and Staff
2. ASCSU charge, structure, decision-making process and internal procedures orientation (power point)
3. Second-year Senator(s) perspective
4. Tracy and Sharon

November Plenary
1. Q & A
2. Topics of interest to new senators

March Plenary
1. System-wide committees and taskforces (in preparation for requesting committee assignments in May)

Peer Mentor Program
1. Assign new senators a mentor from same standing committee to provide ongoing support and orientation

Updates to Power Point
1. Slide #3 Officers
2. Slide #21 “Wireless, ethernet connections available in basket…” (wording)

Suggestions from current senators
1. mentor from same standing committee
2. second year senator participate in orientation
3. dinner companion for first night
4. introduce senators to Tracy/Sharon
5. better communication/scheduling with peer mentors
6. provide information on mechanics of travel to/from lax
EXEC offered suggestions about how to streamline the Powerpoint presentation and how to engage new senators BEFORE they arrive at their first Senate meeting. They need to begin to acculturate from their first arrival – e.g., where to sit and what to do at their first meeting. Also, we might offer refresher seminars throughout the year about various parts of the CSU CO and how it works. Here are some suggestions of the top ten things new senators (and old ones) need to think about.

1. Senators Don’t Bite – Walk up and Say Hello
2. Ask where to sit
3. Rely on the senior senator from your campus as an initial mentor
4. Don’t worry if you don’t understand everything – it takes time
5. Don’t be surprised if you see people playing computer games – don’t be intimidated
6. We all know it’s a waste of time to wordsmith, but we can’t help ourselves
7. Take some time to look at the ASCSU website
8. Become good friends with Tracy and Sharon – they can really help you.
9. Be clear whether you speak in favor or against.
10. Bring nametags for the first day – First names and Campuses only.

5D. SB 1440 – Jim Postma

Postma provided an update on issues surrounding SB 1440: Program continues – with changes. Baaske is taking Boyle’s Place. Van Selst also joining curriculum subcommittee.

1. There are 20 TMCS done and approved.
2. If you need your discipline included, you need to find ways to fund it.
3. C-ID project – should have been done first – it’s the course articulation process.
4. The piece the faculty doesn’t work on directly is admissions. However, as Eric Forbes explained, this is changing in light of impaction – see above.
5. 1440 has made things more complex than before for the CCC transfer advisors and articulation officers.

6. Tracy Butler – The Green ASCSU Initiative

Many in favor of going cold turkey (totally paperless), or totally paper.

Setting up a folder in Drop Box whereby the Committee Chairs, Staff, and Chair would drop off the final resolutions.

So the final step would be the Chair accepting Ornatowski’s grammatical changes, the Chairs would drop off in the Drop Box.

Final Resolution with Title needed by 4:30 in the dropbox.
Question: should each committee have its own drop box? Answer: if the chair prefers.

Diana will do an electronic survey to assess the willingness of the senators to go paperless.

7. Bernadette Cheyne, Faculty Trustee Report

7A. Updates:

Trustee Cheyne updated EXCOMM on Chancellor Search process – including the status of our input on chancellor qualifications and the potential broadening of an advisory committee role.

Cheyne also announced the retirement of President Welty.

7B. Strategies to Address the Budget Problem

Trustee Cheyne solicited ideas from EXCOMM concerning how to restructure the document and reframe the arguments. This followed upon the previous night’s discussions between leaders from ASCSU and CFA. Following are some of the ideas that emerged from the discussions.

- We must reframe re-assigned time in terms of how it serves students and the work that is done. Assigned time is for the purpose of achieving our mission. What work won’t get done if assigned time is cut?

- We have to address the growth in administration compared to faculty and how this affects not only morale, but the CSU’s ability to achieve its goals as put forth in documents and initiatives such as Access to Excellence.

- When we make these decisions, we have to look beyond the immediate crisis to a longer (5-10 year) timeframe – what should the CSU be like in 5 years?

- We need a leading bullet on academic quality – if do not increase revenue and only look at cost cutting, we jeopardize academic quality. We lose the investment in new faculty if they are not retained.

- Assigned time discussion – would be nice if we know right now what assigned time is currently on campuses and what work is being done – so we can see what would be lost if assigned time is cut.

- A series of choices demonstrates what the priorities are. The decisions about what is cut and what is funded illustrates what the priorities are.
The reality – we cannot do more with less, the same with less, but rather, the reality is that we will be doing LESS with less. And the choices we make about what will be done less will illustrate what our priorities will be. The faculty will have to shape what will be done less.

When we look at Plan A and Plan B, these are the easiest choices because there are numbers they can see. However, there are things where there are no numbers currently available that may be better places to make cuts, but it would be more difficult.

7C. Alternative Strategies

As a caveat, it was stated that faculty cannot offer specific strategy suggestions because the faculty do not have access to the information necessary for making such recommendations. Nonetheless, the following were discussed:

- All Students Pay Something – We need a task force to look closely at our fee structures.
- This is an area where we need additional and better information to reconcile reality with public perceptions.
- Reducing Payroll Costs for CSU employees with Salaries in Excess of $150 K –
- Redefining what we are able to do and how we are able to do it while maintaining quality
- Discounting of Fees – putting together tuition and financial aid in the same analysis
- Framing this in terms of priorities – ask the institution what it wants to be. If it is serving students, then the commitment must be to instruction – 35 % currently going to instruction – raise it to 40% (to show commitment to the principle) and reorganize the entire budget to accommodate this priority.
- Or else, we might have to re-envision the university given the immediate cuts to what it will be in 5 years.
- If we examine the fee structure and find it wanting, what do we replace it with?
- We might want to consider looking at other systems – which are having similar problems – and to look at their proposed solutions.

7D. Discussion of the Faculty Trustee Vote on Presidential Compensation

Trustee Cheyne asked three questions regarding this decision:
What is the right decision based upon a proper understanding of the charge and code of conduct of the BOT?

EXCOMM shared that the questions are framed correctly – but the BOT has painted itself into a corner by delegating authority to the administration – but the BOT ultimately makes the decision. The question is who has the ultimate authority? The vote doesn’t mean anything if you cannot vote no. ASCSU discussed the fact that the context changed that would cause the trustee to vote differently at different times.

8. Identifying Major Issues for 2012-2013 ASCSU

EXCOMM identified the following as major agenda shaping issues as a result of its two-day meeting, which included meetings with CO staff as well as representatives of CFA.

- CSO – Taking an active role in the successful implementation of Cal State Online
- Grad/Undergrad Mix – Forming a task force to investigate the issues
- Saving Programs by consolidation/discontinuation
- Improving internal processes and communications with other stakeholders outside the ASCSU.
- Maintenance of Shared Governance, given cutting back assigned time
- Defining Re-assigned time – Framing the issue in terms of the necessary services it pays for necessary services. The goal is to examine re-assigned time as a benefit to the CSU and its students, not an additional cost. It should be looked at what we would lose if we lost the assigned time. It is an investment in quality and in faculty per A2E.
- Legislative Strategies, increasing our influence
- Implementing 3073 Resolution on impact of resolutions
- Academic Freedom
- 50th Anniversary
- Shaping what is less. If impending cuts to the CSU necessitate doing less with less, the faculty need to take an active role in defining what that less will look like in years to come.

9.0 Adjournment at 11:50 AM, Friday, August 17