

Academic Senate CSU

Plenary Minutes

Office of the Chancellor, Dumke Auditorium

September 10, 2009, 2:45 p.m.-5:00 p.m.; September 11, 2009, 10:15 a.m.-4:00 p.m.

Call to Order

Meeting called to order at 2:50 p.m.

Roll Call

Senators Present: (Bakersfield) Michael Ault, John Tarjan; (Channel Islands) James Meriwether, William (Billy) Wagner; (Chico) Kathy Kaiser, James Postma; (Dominguez Hills) Kate Fawver, Patricia Kalayjian; (East Bay) Susan Gubernat, Henry (Hank) Reichman; (Fresno) Jacinta Amaral, Otto Benavides; (Fullerton) Reyes Fidalgo, Diana Guerin, Barry Pasternack; (Humboldt) Bernadette Cheyne, Marshelle Thobaben; (Long Beach) Margaret Costa, David Hood, Praveen Soni; (Los Angeles) Kevin Baaske, Robert Land; (Maritime) Tony Snell, James Wheeler; (Monterey Bay) Karen Davis, J. Ken Nishita; (Northridge) Sandra Chong (for Nicholas Dungey), Steven Stepanek, Barbara Swerkes; (Pomona) David Lord, Saeed Monemi; (Sacramento) Robert (Bob) Buckley, Thomas Krabacher, Christine Miller; (San Bernardino) Buckley Barrett, Jody Ullman (for C. E. Tapie Rohm); (San Diego) Edward Aguado, William Eadie, Cezar Ornatowski; (San Francisco) Andrea Boyle, Darlene Yee-Melichar, Jerald Shapiro; (San Jose) Judith Lessow-Hurley, Romey Sabalius, Mark Van Selst; (San Luis Obispo) Manzar Foroohar, James LoCascio; (San Marcos) Glen Brodowsky, John (Dick) Montanari; (Sonoma) Robert McNamara, Catherine Nelson; (Stanislaus) Steven Filling, Paul O'Brien; (CSU Retired Faculty) Harold Goldwhite; (CSU Office of the Chancellor) Jeri Echeverria

Guests Present: Herbert Carter, Cynthia Desrochers, Dunixi Guereca, Margaret Merryfield, Benjamin Quillian, Lori Roth (for Jeri Echeverria on Friday)

Approval of Agenda

Approved as revised.

Approval of Minutes

Minutes of May 2009 Plenary approved as submitted.

Announcements

The Plenary will begin at 10:15 a.m. on Friday. Committees may therefore meet tomorrow morning before the Plenary to complete their work.

Senator Snell from Maritime was re-elected.

Senator Kaiser announced that the CAP Advisory Director Selection Group has made its recommendation to Lori Roth.

Senator Wheeler announced that 10 of the 23 CSU campuses appeared on the Forbes list of America's Best Public Colleges.

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Senator Kaiser noted the economic impact of furloughs was featured in a story in her local newspaper.

Presentations/Introductions

New senators James Meriwether (Channel Islands), Kate Fawver (Dominguez Hills), Reyes Fidalgo (Fullerton), and William Eadie (San Diego) were introduced.

Cynthia Desrochers, Faculty Director of the CSU Institute for Teaching and Learning (ITL), provided senators with an update on recent activities of the ITL. These included training for the directors of the campus faculty development centers and meetings with provosts to make clear the important contributions of faculty development centers to teaching/learning. At this time, 22 of the 23 CSU campuses have faculty development centers. Copies of a report entitled *Center Pieces* were distributed.

Margaret Merryfield, Senior Director, Academic Human Resources, answered questions from the senators:

Q: Can you direct campuses to streamline implementation of the furloughs so it is as painless as possible?

A: Campuses submit their own plans, and some are quite complex.

Q: Can we find some way without violating the CBA to allow retired faculty to help relieve the burden of furloughs on younger colleagues?

A: The furlough agreement puts limits on use of volunteers to avoid the loss of jobs. If you have specific ideas you might bring them to your local CFA and campus administration.

Q: What was the purpose of collecting information from campuses about the fifty highest paid faculty members?

A: This information was requested by the Chancellor.

Q: Could we get a frequency distribution of salaries of all faculty and administrators and post that information?

A: Collecting and reporting that amount of information would overwhelm us! We do post quite a bit of information about salaries already.

Reports

Chair

The Governor has yet to appoint a Faculty Trustee. Informal communication with his staff indicates a preference for a more diverse pool. Chair Tarjan will continue to communicate the need for an appointment, as there have already been two board meetings without faculty representation when important issues are being decided.

Chair Tarjan described cuts to the ASCSU budget and stated that the budget reduction strategies put in place this summer will need to remain in place. This includes reductions in assigned time to Executive Committee and chairs of the standing committees, as well as switching most interim committee meetings to virtual meetings, for example.

Tracy Butler has been appointed permanent Program Director, and she was congratulated by the body.

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In response to the recent state budget cuts to public higher education, Intersegmental Committee of the Academic Senates (ICAS) formed two task forces focusing on the short- and long-term status of higher education in California. John Tarjan and Bernadette Cheyne will serve on the Advocacy task force; Diana Guerin and Barbara Swerkes will work on the Master Plan task force. The goal is to create a unified message across the segments of public higher education and to identify partners.

Chair Tarjan referred senators to his written report for additional information.

Standing Committees

Academic Affairs

Chair Postma spent a great deal of time reviewing reports from its liaisons to various committees. New business items possible resolutions on Early Start Programs and a moratorium on program reviews.

Academic Preparation and Educational Programs

Chair Buckley reported that three resolutions will be forwarded from APEP. These will address enrollment management policies in graduate programs, the faculty trustee nomination, and LDTP. The committee talked with a representative from the office of Beverly Young, Allison Jones, and Jim Blackburn today.

Faculty Affairs

Chair Baaske reported that a resolution on postponing program reviews during the furlough will be forthcoming. The committee met with Gail Brooks and discussed faculty furloughs at some length, as well as Beth Ambos and Elizabeth Hoffman (CFA). They are considering writing a resolution on the cancellation of the funds for research, scholarly, and creative activities this year.

Fiscal and Governmental Affairs

Committee members talked with Elizabeth Hoffman (CFA) about various bills and other issues. They also spoke with Allison Jones. Their call with Robert Turnage and Karen Zamarippa was postponed until tomorrow. Chair Barrett reported that the committee will be forwarding a resolution on budget priorities. They may also be writing a resolution on the delay of the appointment of the faculty trustee for consideration tomorrow.

Other Committees and Committee Liaisons

Lower Division Transfer Program (LDTP), Barbara Swerkes

Senator Swerkes described changes being made to LDTP as a result of budget cuts. LDTP focuses on making transfer to CSU an efficient process to facilitate student graduation. After much discussion, rather than discontinue LDTP, the proposal is to preserve the work already done by maintaining the patterns of high volume majors and those with a high degree of overlap with native requirements at community colleges will be retained. Faculty working on LDTP have created 82 descriptors for over 2500 courses; these may be rolled over into the C-ID process. The community colleges want to collaborate with CSU to merge the LDTP and C-ID processes. LDTP descriptors will be run through an abbreviated C-ID process. ASCSU needs to support this as an intersegmental process.

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Senator Swerkes recommended termination of the LDTP Advisory Committee, but to retain CSU Steering Committee Transfer Advisory Committee to provide guidance for interactions with the community colleges on C-ID.

Q: What is the memo from EVC Echeverria recommending with respect to LDTP?

A: Funding to LDTP process has been reduced significantly, and the goal is to retain that which will affect the most transfer students, to keep the descriptors, and to work with the community college process. A survey is being conducted. The next meeting is on October 5th, and more information should be available after that.

Q: Is the course review process still in place?

A: C-ID has a course review process, and this is part of the process that needs to be worked out.

Admission Advisory Council (AAC), Steven Stepanek

On May 5, 2009, the CSU Admissions Advisory Council (AAC) held a special joint meeting with the UC Board of Admissions and Relations with Schools (BOARS). The focus of the joint meeting was a discussion of the review process of high school courses for a-g compliance with a special focus on Career and Technology Education (CTE) courses. AAC and BOARS agreed that it is important for the public higher education four-year institutions in the State to be the responsible parties for the a-g admissions requirements. The two groups agreed that the current partnership for the review process is appropriate to provide a single set of requirements for both systems and to minimize the costs for all parties concerned. Within this framework, CTE course certification was discussed. A verbal agreement was reached that the UC would continue to function as the single point for the evaluation of CTE courses and that the UC would draw on the expertise of CSU faculty regarding the establishment of CTE review criteria.

General Education Advisory Committee (GEAC), Mark Van Selst

Senator Van Selst noted that five meetings have been scheduled. The first meeting will be virtual. GEAC will look at CLEP for general education courses, the recent report by Moore, Shulock, and Jensen on transfer and lower division GE. Future funding possibilities for GE reform are also being examined. Chair Tarjan noted that he has emphasized to students that is important to have student input on GEAC.

Other Presentations

Dr. Jeri Echeverria, Executive Vice Chancellor and Chief Academic Officer

Dr. Jeri Echeverria, Executive Vice Chancellor and Chief Academic Officer Dr. Echeverria described budget cuts in Academic Affairs (AA) at the Chancellor's Office. When she came on board as Executive Vice Chancellor on July 1, there were 12 vacancies in AA; 6 of these were eliminated and 6 will be kept vacant. The position of Associate Vice Chancellor will also be kept vacant for three to five years. Carry-over funds were swept up to help the system fund the payroll when the state issued IOUs. Also, Jeri reduced O&E off all the Associate Vice Chancellor budgets by 10% to 14%.

Two of the sources of ASCSU funding were reduced by 10%; LDTP was reduced significantly; funds for faculty research, scholarly, creative activities in the amount of \$2



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million were eliminated; funding to affinity groups (e.g., COAST) was reduced, and funding for intersegmental work was reduced with the consent of partners. In consideration of the large fee increase to students, funding for student-related projects (e.g., CSSA) was not cut. These decisions have been painful, and she hopes the cuts can be restored.

The search for the Dean of Extended Education search will continue. This position has been open for a while, and we need this position particularly because of the increase in issues related to moving or not moving programs to self support (EO 802).

Early Start is a major project for this year, as the Board of Trustees has called for an implementation plan to be presented at the March 2010 Board meeting. (Early Start pertains to students who have not passed ELM/EPT; this program will require them to begin remediation prior to matriculation.) A task force of 10 members has been formed to help review input from various constituencies. There are four faculty members on the task force including Chair Tarjan, Bob Buckley, and the chairs of the English and Math councils. They will have their first meeting next week. Chair Tarjan noted that the Early Start issue has been referred to Academic Affairs, Academic Preparation & Education Programs, and campus senate chairs for review.

Executive Vice Chancellor Echeverria noted that Barbara Swerkes will describe changes to LDTP necessitated over this summer in her report.

Q: How was the decision to cut funds for research, scholarly, and creative activities (RSCA) made, and was the impact on Retention, Tenure and Promotion (RTP) considered?

A: The decision was primarily made by the Chancellor. Provosts and others have recommended that RSCA not be cut.

She noted that on several campuses there are other sources of funding for RSCA-type projects and that she hopes RSCA funding can be restored in the future. She understands the RSCA funds are vital, particularly in some disciplines, but reminds us that RTP is determined by the faculty.

Q: With respect to Early Start, a concern is about financial aid. How is this being addressed?

A: EVC Echeverria stated that SUG portion of financial aid can be used in summer, but the problem is that financial aid has a terminus; starting early may lead to lack of funding at the end. Members of the Early Start Task Force have been asked to investigate this matter in their recommendation process.

Q: How are faculty supposed to cut their workload by 10%?

A: Faculty members should look at all they do and attempt to cut back slightly on several areas to reach the reduction. Ultimately, the decision on what to reduce will be made by individual faculty in concert with their supervisors and colleagues. She suggested considering reductions in service, because we cannot afford to reduce as much in our primary focus area or, as some might say, "Where the cheese is."



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Dunixi Guereca, CSSA Liaison

CSSA excited about changes this year. We have a new executive director, Miles Nevin. We have a new constitution, and for the first time we have all 23 campuses on board. We are just as distraught about the furloughs as everyone else. CSSA will be working tirelessly over the next year to organize students to fight for higher education. They will be making regular visits to the Capitol. The three biggest themes they are focusing on this year are accessibility (through technology); affordability (working on alternate sources of funding); and quality (want to improve academic advising).

CSSA is anxiously awaiting the Governor's appointment of the student trustee. CSSA realizes the importance of joining with faculty to work on behalf of the CSU.

Benjamin Quillian, Vice Chancellor Administration and Finance

Dr. Quillian reported on the fiscal situation of the state and the CSU. We are not out of the woods. The cash flow problems for the state persist, and revenues are falling short of projections. CSU covered its own payroll in July, and we have been told we will need to cover our own payroll in February and March. Next year may be worse than this year in terms of the state budget. DOF says that we may go into 10-11 with a \$7 billion shortfall. Reserves in the state are exceedingly low; the state plans to borrow \$10 billion soon.

In terms of the CSU budget, we have a \$564 million reduction this year. The CSU response was to institute furloughs for employees, increase student fees by 32%, increase nonresident fees, decrease enrollments, and reduce campus budgets. We are hoping that the "maintenance of effort" requirement that comes with federal stimulus dollars will protect our budget. In the CSU budget request, we are asking for restoration of \$255 million as was promised by the Governor. Additionally, we are asking for restoration a \$50 million reduction related to a trigger in the federal stimulus money, as well as "Core Compact Recovery" of \$290 million to recover compact funding that would have covered CSU's collective bargaining contracts. The budget proposal also includes a 2.5% compensation pool and funding for long-term needs (library, maintenance, etc.). This is \$777 million over what we received for last year.

The CSU also trying to get the word out to as many constituencies as possible that higher education is the solution to the state's budget problems. In fact, the Chancellor is in Sacramento today with Mark Yudof and Jack Scott.

The Chancellor and Dr. Quillian are meeting with credit rating agencies to ensure that the distinction between the state budget and the CSU budget is clear. The CSU is using the Enterprise Risk Management (ERM) process to identify and minimize financial risks.

ITAC is working on how to use technology to save money, but this increases our cost of technology. We are also looking for ways that savings can be accomplished by off-loading some administrative services campus-to-campus to reduce redundancy. We are doing our best to prepare for the next version of the CSU, and we need to transform the CSU rather than tinker around the edges.

Q: Are we undergoing a process of redefining what the CSU will be? Who should be at the table to do this?

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A: We have not yet begun to rethink the mission; we are rethinking how we accomplish our mission. Clearly, changing the academic mission of the CSU would involve the faculty, the administration and the Board of Trustees.

Q: Is there any consideration of changing the percentage of student fees set aside for student grants?

A: No, this is not being considered.

Q: In off-loading services, are you referring to academic programs?

A: No, the effort to which I am referring relates to administrative services such as purchasing departments or risk management at each campus, not academic programs.

Q: Are you planning on furloughs continuing next year?

A: Our plan is to discontinue furloughs, and we hope we will be able to do so.

Q: Will a decision for furloughs come as late as it did this year? A: The budget was late last year. Then the unions had to be consulted about the furloughs. These are the major factors why the decision about furloughs came so late this year.

Q: Has there been any intersegmental synergy to see how we can get support for public higher education? How can we as faculty leaders help to support this effort?

A: Yes, and we have a very effective synergy right now, but California is overcommitted in terms of the services it can afford to provide. Faculty leaders need to help everyone understand the reality and enormity of the situation. This is a global problem.

Q: Have we made the real economic consequences of the furloughs to our local communities clear to the public?

A: Our public relations arm is doing what it can to provide appropriate information about the impact of furloughs.

Q: Is there a sense at the CO that the mission of the CSU is being reshaped?

A: No, and I do not believe the basic mission of the CSU will change.

Q: Do we have at this point any sense of what the reactions of Legislature or Governor are to drastic reductions in student enrollments? Cutting student enrollments will also affect campus budgets.

A: The reactions seem grossly inadequate. The Chancellor was outraged by the strong reaction of the Legislature when the cuts to the prisons were discussed, but its lesser reaction to the cuts to higher education. I question whether legislators fully realize the long-term impact of cuts to higher education. In the short term, yes, we will experience an overall loss of fees due to student enrollment drops, but we cannot continue to educate more students than we are funded for.

Q: When CSU got the same cut as the UC, did we get a good deal?

A: No. The UC fees are much higher than ours and their overall operating budget is much larger.

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Herbert Carter, CSU Trustee, Chair of Educational Policy Committee, Vice Chair of Board of Trustees

Trustee Carter began by responding to topics provided to him by Executive Committee.

Goals and Implementation of Early Start Program: Some years ago, the BOT passed a policy that the system should move to a point where no more than 10% of freshmen would be involved in remediation. He didn't believe this was a realistic policy. After reading literature on remediation, he found there are a few practices that hold the most promise for making progress in this area. His intent is to have a new policy for CSU with respect to remediation. Current practice on some campuses shows that about 85%-90% of students can be remediated with a year of intervention, but this extends time to degree and is therefore quite costly. He believes this year-long practice also impacts students' self-concepts in a negative way. He has asked that data be collected on various approaches this summer and to establish a task force to look at data and bring the results to BOT in March. Based on the evidence acquired from the summer experience, Trustee Carter hopes to develop a new policy that identifies two or three approaches that will be universally applied across the CSU. Technology may be of assistance in the remediation process. What do we expect to get out of this? Decrease in time to degree, decrease in cost to students and to the state, contributions to positive self-image of students in remedial programs, and reduction in the need for remediation.

Q: How will students on financial aid be able to pay for early start programs, especially when they are unable to work in the summer? **A:** We are aware of financial aid issues. From a federal perspective, we have clearance to use financial aid for early start programs. Campuses are going to be asked to assume some responsibility for providing work-study and living arrangements for students arriving early.

Q: Early Assessment Program starts to address problem of remediation through early notification. Mentoring by teachers has taken longer to implement, and is important in addressing remediation. How can we provide incentives to teachers to be more effective mentors? **A:** Junior level is a little late in the notification process. CSU is attempting to work with superintendents to make EAP mandatory rather than voluntary as well as trying to mandate Algebra 2. It is a problem, if Algebra 2 were mandated, that there are an insufficient number of math teachers in the high schools. Perhaps we can develop partnerships to make the use of technology to teach Algebra 2 available to all campuses.

Q: Are we confident in the validity of our placement exams, particularly those for math? **A:** Perhaps we need to have a better handle on how valid the instruments we use to make policy decisions are. Perhaps this will be addressed when we look at policy considerations in March.

Issues the ASCSU Should Address in the Next Few Years

- With regard to examination of new and innovative approaches to teaching/learning process - during this time of limited resources and dramatically changing demographics in our state, we need to have a series of dialogues about how we can maximize the use of our resources in order to carry out our teaching mission. How can we maximize the use of our facilities?

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- In the Chancellor's Office and on some campuses, we have been considering the possibility that our 24th campus might be a virtual campus. ASCSU and local senates could have a conversation about this.
- How can we reward outstanding teaching in a broader sense than just financial? Are there ways to recognize, appreciate, and value effective teaching that we currently are not doing?
- We spent a lot of time talking about the CSU as the economic engine of the state, but education is more than job preparation. Trustee Carter would like to hear a discussion about the impact of this system with respect to personal literacy, effective civic engagement, expanding cultural awareness, ethical behavior, etc. Learning is necessary to maintain a democratic society. Perhaps the ASCSU could start a conversation that focuses on what CSU does to prepare students for life, not just work.

Since this is quite challenging when we have so many students, Trustee Carter believes that the CSU cannot continue to take students for which it has not been funded. We need to communicate the impact of budget cuts to decision makers. He has asked the staff to put together data on the number of students denied access by senate and assembly districts so that they can understand the impact of their decisions.

Challenges Facing the BOT in Communicating about CSU

It is perceived as self-serving if only the BOT goes to legislature to ask for money. We need to establish a series of new partnerships (business, labor, educators, parents, students) pointing out the value of what is potentially being denied to citizens of this state. We won't be able to make the point on our own, but we might be able to do it in partnerships with a large number of other people. We already have various interest groups (entertainment, agriculture, high tech industries, others), but we need a fully integrated approach. We need to change the manner in which we communicate about these issues. Although the economic impact is important, other areas stated earlier need to be mentioned. Education is the foundation of democratic society; it enhances quality of life, and is the foundation of an informed citizenry. We need help in developing a systemwide framework for communicating to every segment of this state the value of higher education. We need to evaluate this over the years as we go forward.

Trustee Carter encouraged the ASCSU to begin to think of different ways of organizing itself to communicate value of higher education to every constituency in the state the. We need to figure out how to break down the silos.

Q: How do you reconcile this kind of program where we reach out for partnerships with your broader goals for education mentioned above? Often, partners want us to meet their need, such as preparing students for specific jobs. **A:** We have spent too much of our time courting the job section of society. We have a greater calling than job preparation. We need to educate our partners about the importance of the other purposes of higher education.

Q: Can you talk about other strategies of dealing with the budget cuts besides denying access to students? Do you expect the BOT to come up with a more specific plan? **A:** I am hopeful that as the year moves forward, the BOT will have more time to look at the impact

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and unintended consequences of decisions that had to be made quickly in response to changing conditions this year.

Vision for the Future of the CSU

- The economic circumstances affecting enrollments in higher education should allow us to get deadly serious about issues related to transfer. We need to figure out how to make transfer from community colleges more seamless.

Trustee Carter is working with another group attempting to help students get transfer degrees from community colleges. We should be able to tell students what to do to be admitted to the CSU from the community college.

- Devote more attention to how we use technology to do things differently and get the same or better results.
- Move to maximum use of our facilities at least six days a week, if not seven.
- There may be opportunities for a lot more collaboration between campuses to accomplish our goals.
- Focus a lot more on student retention and graduation. Trustee Carter asked us to be a much more caring, compassionate, and involved community that does what it can to help students succeed. We need to develop the kinds of processes that allow us to check on students or find students who disappear when they encounter a crisis.

Q: What do you mean by “collaboration between campuses?” **A:** I’m focusing on the academic, not financial side, of the institution. We need to find ways to make our academic programs effective in these times of fiscal constraint. Do we need the same programs at all of our campuses?

Trustee Carter was thanked for his presentation and his many years of service to the CSU. Trustee Carter thanked the senators for their efforts on behalf of the CSU and reminded everyone of the importance of the work we do with our young people in the CSU. We need to prove that a state composed of a majority of minority groups can thrive. This is the test we face.

Committee Recommendations

AS-2906-09/FGA
CSU Budget Request for 2010-11
(Approved unanimously)

AS-2907-09/FA
A Call to Postpone the Cycle of Program Review
(First reading)

AS-2908-09/APEP
Mitigation of Impact of Enrollment Management Policies on Graduate and Post
Baccalaureate Credential Programs
(Approved unanimously)

AS-2909-09/Goldwhite
Faculty Trustee Nomination Procedure



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(Withdrawn)

AS-2910-09/APEP

Support for the Continuation of a Planning Process to Re-envision the Lower Division Transfer Patterns (LDTP) Project
(Approved unanimously)

AS-2911-09/FGA

Concern over Delay in Governor's Appointment of CSU Faculty Trustee
(Approved unanimously)

AS-2912-09/FA

Furlough Implementation and Faculty Rights
(First reading)

AS-2913-09/AA

Teaching and Service Responsibilities in Times of Budget Constraints
(First reading)

Adjournment

Meeting adjourned at 2:55 p.m.