

**Academic Senate of the California State University (CSU)**

**Plenary Minutes**

September 15-16, 2010

**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; (Fullerton), Reyes Fidalgo, Diana Guerin, Barry Pasternack; (Humboldt) Bernadette Cheyne, Marshelle Thobaben; (Long Beach) David Hood (for Margaret Costa), Eileen Klink, Praveen Soni; (Los Angeles) Kevin Baaske, Robert Land; (Maritime) Steven Browne, Tony Snell; (Monterey Bay) Karen Davis, J. Ken Nishita; (Northridge) Sandra Chong, Steven Stepanek; (Pomona) Saeed Monemi, Jared Stallones; (Sacramento) Robert (Bob) Buckley, Thomas Krabacher, Christine Miller; (San Bernardino) Buckley Barrett, C. E. Tapie Rohm; (San Diego) Edward Aguado, Cezar Ornatowski; (San Francisco) Andrea Renwanz Boyle, Martin Linder, Darlene Yee-Melichar; (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) Catherine Nelson, Brian Wilson; (Stanislaus) Steven Filling, Paul O'Brien; (CSU Retired Faculty) Harold Goldwhite; (Chancellor's Office - CO) Ephraim Smith

**Guests:** William Blischke, Christine Mallon, Lorie Roth, Neil Sanchez

**Approval of Agenda**

Agenda was approved as amended.

**Approval of Minutes**

Minutes of May 6-7, 2010 were approved as submitted.

**Announcements**

New senators are invited to an orientation session in the Munitz Room during lunch today.

Senators from Humboldt State will be late due to air travel complications.

Senators are asked to make their \$30 contribution to the social fund today.

Resolutions to honor Lorie Roth, Hank Reichman, and Jim Wheeler were presented.

**Reports**

**Chair**

Chair Postma reviewed his written report which addressed improving communications among the ASCSU, the Chancellor, and the Board of Trustees; the CSU budget; the ASCSU budget; the Graduation Initiative; the Early Start Initiative; and SB 1440.

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Q: Chair Postma was asked if there is a task force at the system-wide level consisting of both CSU and California Community College (CCC) faculty to work on implementation of SB 1440?

A: Not yet. Informal discussions have taken place with the Academic Senate leaders of the CCC. They suggest using the C-ID structure initially to move forward.

### Standing Committees

Chair Renwanz Boyle reported that Academic Affairs (AA) heard reports from Chris Mallon (updates on academic affairs issues), Ken O'Donnell (Early Start, Graduation Initiative), Leo Van Cleve (off-campus audits and fieldwork/international travel), and Executive Vice Chancellor Smith. The committee will bring two resolutions to the session tomorrow on Troops to College.

Chair Van Selst stated that Academic Preparation and Education Programs (APEP) will bring two resolutions for the body tomorrow on AB 1440 and CLEP. Future resolutions may address AB 2446 (CTE), teacher education conference in February, early remedial writing programs, and Early Start.

Vice Chair Brodowsky reported that Faculty Affairs (FA) will have a resolution on educational leadership and political neutrality. FA had a report from Elizabeth Hoffman (California Faculty Association - CFA).

Chair Yee-Melichar stated that Fiscal and Governmental Affairs shared campus reports, had liaison reports from David Hood (budget specialist), Elizabeth Hoffman (CFA), Eric Forbes (for Allison Jones), and Karen Zamarippa (advocacy). They will forward three resolutions on CSU and state budgets, Affordable Learning Solutions, and budget support for the ASCSU. She deferred to David Hood to make a report on the budget. There is a serious problem for next year's budget, because temporary taxes now generating \$9 billion will expire on June 30, 2011. Principles used in developing CSU budget request were presented.

### Other Committees and Committee Liaisons

**General Education Advisory Committee (GEAC):** Chair Tarjan stated that the first meeting of GEAC will be on October 14<sup>th</sup>. He hopes that the committee can increase the relevance and value of general education to students and stakeholders. The Compass Project has been funded with a grant, and an invitation will go out to CSU and CCC faculty shortly for experimentation to improve delivery of general education.

### Admissions Advisory Committee (AAC)

Senator Stepanek reported that the AAC did not meet over the summer and a date for a meeting is being identified.

### Legislative Specialist

Senator Krabacher reported that all bills from this legislative session are now on the Governor's desk. Ideas for legislation relating to the CSU should be brought to FGA or Executive Committee (EX).

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### Early Start Implementation Team

Chair Postma stated that the team met for the first time yesterday. Faculty members include Jim Postma, Andrea Renwanz Boyle, a faculty member from the Math Council, and an observer from the English Council. The group started discussion of the logistical issues of implementation, including the design, evaluation, and articulation of course work.

### CSU-University of California (UC) Joint Graduate Board

Senator Yee-Melichar reported that State University Dean Chris Mallon (CO Academic Affairs) was instrumental in the efforts of this joint board. President Albert K. Karnig (CSU San Bernardino) and Chancellor George Blumenthal (UC Santa Cruz) co-chaired this inter-system committee. The CSU-UC Joint Graduate Board has final authority on the inter-system graduate review process requiring a minimum of six votes of the CSU members and six votes of the UC members for a curriculum proposal to be approved. They discussed the Ph.D. in Bioengineering, Ph.D. in Computer Engineering, and Ph.D. in Structural Engineering (joint programs from SDSU and UCSD). Affirmative votes in favor of all three joint degree proposals were obtained. Congratulations to our colleagues at SDSU and UCSD.

Q: There was a negative tone in the editorial on the doctorates in nursing and physical therapy published in the *Sacramento Bee*. Do you have any idea why the position was so negative?

A: Chris Mallon stated that the Department of Finance and Legislative Analyst have been concerned from very early on about these programs because of their expense. There has been a rally of support from the community recognizing the workforce need, however.

### Compass Project

Senator Baaske reported that the state is engaged in a three-state endeavor to look at general education (along with Oregon and Washington). There will be a meeting from January 26-29, 2011 in San Francisco. A call that will cover the costs for a limited number of faculty participants will be coming out soon.

### Executive Vice Chancellor Ephraim Smith

Executive Vice Chancellor Smith updated senators on a variety of issues. The Graduation Initiative aims to improve the CSU graduation rate from 46% to 54% and to reduce the graduation gap of under-represented students, which currently stands at 11%. There will be events on October 7 (south) and 8 (north). Guest speakers will address improving the graduation rates of minority students. Within the next six months, a team from the Office of the Chancellor will visit all 23 campuses to provide assistance. He noted that Portland State University is moving to professional advising, and we will find out why they are moving in that direction.

An implementation team on Early Start has started meeting. Early Start begins in summer 2012 for math and students most at-risk for English.

Several bills on the Governor's desk will necessitate additional task forces when they are signed (doctoral programs, SB 1440).

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With respect to enrollments, we now have 310,000 budgeted FTE. After receiving ARRA funds this week, the target was raised to 317,708. We have 41,000 spring applications that are on hold.

Q: Does the achievement gap pertain to males and females?

A: A question that has been raised is whether we should target specific groups or try to raise rates for all? This is not yet determined. I do not believe gender gap is one addressed in the Graduation Initiative, but I will check.

Q: What will our enrollment be after census this fall?

A: We believe it will be 310,000 based on a survey of campuses two weeks ago. After receiving the additional funds, we raised it to 317,000.

Q: Why did you discontinue the penalty for campuses that overenrolled?

A: The penalty relates to how the system as a whole is tracking. We now have 16 impacted campuses. They have been hard-pressed to control their enrollments, because they are required to take the students from their service area. We are having a meeting on September 23<sup>rd</sup> to discuss how to manage enrollments.

Q: What is the system-wide standard for what counts as a student? This impacts our graduation rate. Is there a uniform standard across campuses?

A: We are using a national definition, and that is a six-year graduation rate for freshmen. We are only tracking full-time students. We can get that definition out to you, and it is very detailed.

Q: What is the role of private companies, such as McGraw-Hill, who would wish to involve themselves in system-wide initiatives?

A: I am not familiar with the materials they have, but I will meet with them at a conference they are having. I only learned about this in the last few days.

Q: Do the enrollment numbers include out of state or international students?

A: No, only residents.

Q: How does money come to departments when they are teaching nonresident students?

A: The decision on how to distribute funds is made at the campus.

Q: Do you have any idea about whether or not summer 2011 will be state- or self-supported?

A: This is not yet decided. One of the primary factors is enrollment levels. If we are at a very low enrollment level (310,000 to 320,000), we would stay with Extended Ed. If the numbers rise, we would be more likely to go back to YRO. That decision will be made in the next few months.

### California State Student Association (CSSA)

Neil Sanchez reported the new CSSA leadership team. CSSA has received a grant for voter registration efforts. CSSA has passed a 2010-11 policy agenda including the following items: Improvement of student shared governance; Implementation of an advocacy program pertaining

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to national legislation; and Implementation of their “Made in the CSU” campaign. Two students are serving on the Implementation Task Force for Early Start. They are currently planning the 2011 CHESS leadership summit, which will be in April.

Q: Can you expand on the goal to improve student shared governance?

A: This year, we are looking at including student representatives on auxiliary boards and on search committees at the Chancellor’s Office.

### **Dr. Herbert L. Carter, Chair, Board of Trustees**

Dr. Carter described his history with the CSU. He has been a strong advocate of the Early Start Initiative. He has never questioned the ability of CSU faculty to remediate students. However, he believes we need to send a strong message to students and parents about the importance of being successful—not only in college, but also in life. He wants to remediate students faster; he does not want to resign the new majority of minority students to a remediation process that takes a year or longer. We need to produce greater numbers of degree holders to meet the needs of the state in 2025. There are questions and concerns about elements of Early Start; the implementation committee will wrestle with these. We will look at its implementation, evaluate its effectiveness, and make changes as necessary. He takes the concerns raised by the Academic Senate about Early Start seriously.

Transfer has been longstanding challenge, and Chair Carter supported the transfer legislation (SB 1440). He believes that legislation was the one way to make progress on transfer. His goal is to make it possible for students to realize their educational achievements in a faster process. We may save money. Students may save money. If we have a smooth functioning transfer process, access may be enhanced. Ultimately, faculty in the CSU and CCC will need to come together to make this viable.

The ASCSU also had questions about what the Board is doing with respect to quality faculty. On the Board of Trustees’ agenda, there is a strategic plan for the human resource area of our operation. Dr. Carter asked the ASCSU to please take a look at that. We need resources, and we are committed to doing the best we can for faculty (and staff, as well). He thinks we have the best collection of faculty that exists in any higher educational system in the country. We add value to students’ lives.

Q: We are concerned that SB 1440 will result in extra units for students and also local area guarantees for students. Can you comment on these concerns?

A: I shared those concerns with the author of the bill. Let’s see what happens and be open to adjustments, if they are required.

Q: Why haven’t we had a good relationship between the faculty and the Board of Trustees? Why haven’t we been able to work together to create things greater than each of us does individually?

A: I think this is a good board. The Board cares passionately about the institution and students. Sometimes history gets in the way. I want to see what we can do together to help students. Lambasting the board does not help.

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- Q: Have you heard of the call for faculty to serve as evaluators the Early Assessment Program (EAP) from the Educational Testing Service? The call says “no experience needed.”
- A: No, I have not heard of that. I will try to find out about it. I will ask Executive Vice Chancellor Smith to find out about this.
- Q: For over a year, the Board has been lacking a faculty trustee. What, if anything, has the Board done to try to urge the Governor to make that appointment?
- A: It has been a tremendous loss that the Board has not had input from a faculty trustee. There have been a number of inquiries. I urged the Chancellor to speak to the Governor, and he did that. He encouraged us to meet the Governor’s conditions to get a faculty trustee appointed. I think it is a travesty to have gone this long without having the benefit of a faculty on the board.
- Q: Will Summer Bridge Programs be supplanted by Early Start? How will Early Start be evaluated?
- A: I know that Summer Bridge Programs work, and I do not know of anyone who wants to get rid of Summer Bridge Programs. I assume that as we go through the process of implementing Early Start, evaluation will involve faculty, administrators, and students.
- Q: Has the California Subject Matter Project been considered with respect to Early Start? Also, the hidden cost of having fewer tenured and tenure-track faculty is the lack of time for service. Has this been recognized?
- A: We should not overlook any opportunity to involve organizations and structures that can be helpful in achieving desirable outcomes for students. Yes, the Human Resources Strategic Plan on the Board’s agenda next week addresses the issue of expanding and increasing the number of tenure-track faculty. We have a commitment to this, but money got in the way. We believe it, we are committed to it, but due to lack of resources we haven’t figured out how to bring about a better balance of tenured and tenure-track faculty. We have a long way to go to improve this balance.
- Q: Recently, it appears to me that the Board is bypassing the ASCSU on academic issues of the system. If the ASCSU is not involved in the academic issues of the system, then what is our role? How can we improve our relationship?
- A: I believe a legitimate role of the Chair of Ed Policies is to have a conversation with the Chair of the ASCSU. I will encourage my colleague who is now chair to do so. I will talk with the Executive Vice Chancellor on how we can move this relationship in a different direction.
- Q: Can the Board consider the inequalities that exist across campuses in terms of faculty workload?
- A: I understand what you are saying, but there is a fine line that the central office can take to address issues at the campus level. A simple Full-Time Equivalent Student (FTES) base does not reflect the challenges that our different campuses face. I am convinced that we should take a look at allocation policies, but I have other priorities at this time. The Board - at some time - needs to engage in this conversation.

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Q: If quality is a priority for our system, then how is it that we have not been able to change our numbers of tenured and tenure-track faculty over the past several years? Will we be saying the same thing at the end of Access to Excellence that we said at the end of Cornerstones—that we have not made progress in hiring more tenured and tenure-track faculty? ACR 73 also addressed diversifying the faculty and improving the Student/Faculty Ratio.

A: I believe it is essential to try to find ways to move in the direction of ACR 73. In order to have quality education for students, we need quality faculty.

### **Ben Quillian**

We were planning for a flat budget for 2010-11, but we were recently informed that we will receive \$106 million ARRA money (this is one-time money). We planned on 310,000 FTES for the system this year, and this additional money will allow us to increase our target to 317,000. The California state budget situation remains dire, at least for another year. The state unemployment rate is 12.2 percent. The Legislature does not seem to recognize the urgency to pass a budget. The budget gap between Democrats and Republicans has been reduced to \$4 billion. Without a budget, effective planning is nearly impossible.

Our planning assumptions (flat budget, reducing enrollment to 310,000, no employee furloughs) have turned out to be good.

We continue to ask for \$305 million restoration, plus \$60.6 million for enrollment growth, and it appears likely that the \$106 million in ARRA funds will probably be offset rather than supplement the promised \$305 million in the Governor's proposed budget; the Chancellor remains optimistic that the legislature will support the Governor's budget proposal for higher education. We need to make sure in 2011-12 that the \$106 million ARRA funding becomes part of the general fund. For 2011-12, we are preliminarily planning to request:

\$45 million for mandatory costs;  
2.5% compensation pool = \$75 million  
2.5% increase in enrollment growth (\$60 million)  
\$56 million academic services and instruction  
\$47 million deferred maintenance

The request is \$389 over what was requested this year, including the \$305 million. However, the fiscal situation in California may worsen next year. Temporary taxes (totaling \$9 billion) are ending next year.

Finally, with respect to auxiliary organizations, our internal auditor has been conducting some regular audits. He found that some of the auxiliaries may be holding general funds in their accounts that more appropriately should be held in state accounts. He directed that this should be corrected. The internal auditor's findings did not involve any state general fund allocations or student fee revenues. There were no violations of policy or any violations of legal guidelines. The auditor pointed out risks. At the time the audits were conducted, there was no policy prohibiting auxiliaries from holding state funds in auxiliary accounts, as long as state money was handled in the same way as it would be in state accounts. There were no findings of improper

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handling. The Chancellor accepted the auditor's recommendations, and Executive Order 1052 has been released. VC Quillian reviewed a number of key points in EO 1052.

Q: Why was the FTES target raised using the ARRA funds, which are one-time funds?

A: If we receive additional funds, we were expected to raise our enrollments. You are right, there is a risk using one-time money. We have to make sure the Legislature understands that the CSU budget needs to be restored, because we cannot admit one-time students. We are trying to show that if we receive more money, we will be able to educate more students.

Q: Is the CSU considering looking at cutting administrative costs, as was done at UCLA?

A: Absolutely. Perhaps you have heard about the Synergy Project, where we are working collaboratively across campuses to carry out administrative (not academic) functions. We are actively cutting the cost of administration; we have cut over 100 positions here at the CO and drastically reduced IT expenditures. These savings will be redirected to the academic mission. I will forward the write-up on the Synergy Project to Chair Postma.

Q: Is a waiver of the MOE for ARRA funds being requested? When will the state budget be signed?

A: To my knowledge California has not requested a waiver of the MOE.

Q: At Cal Poly Pomona, we are considering changing from quarters to semesters. Is there any commitment from the Chancellor to provide budget support for this conversion?

A: The Chancellor expressed support, but cannot make a firm commitment about the dollar amount without a budget.

Q: Is there a plan to negotiate a compact with the new governor? The compact seems to be similar to a Prop 98 for CSU, but it seems like a floor for funding.

A: We have not discussed this yet. The Chancellor is waiting to see the outcome of the election. We may begin discussions with the new governor about a strategy to provide us with a better tool, similar to the compact, for budget planning.

Q: Has the CSU shared with the public how it used ARRA money?

A: Most of what we received from the stimulus was accompanied by a cut from the state. We used the money to meet our payroll. This allowed us to distribute the funds freed up for other things. The federal stimulus money has made a significant difference to us, on the state, and on the nation.

Q: Can you comment more on the flexibility that auxiliaries enjoy (compared to state funds) in the spending and investing of funds?

A: There is no question that there are fewer restrictions on the spending side for auxiliaries. It enables legitimate expenditures that may be difficult or not impossible on the State side. Very important to the growth of our endowments is the latitude to invest in equities. Moreover, faculty members have significant amounts of money in the auxiliaries, and they use that money for research purposes. Faculty benefit from that flexibility (for example, they don't have to take bids when they purchase research equipment). A large part of the money

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in auxiliaries is from research grants and contracts. I am assuming that the expenditures are necessary, prudent, and supporting the university mission.

### **Eric Forbes, Director of Enrollment Management Services**

With respect to SB 1440, we know there are rough edges in terms of the wording of the bill. There is a heavy burden on California Community Colleges (CCC) to come up with meaningful degrees within 18 units. We hope they will use Lower Division Transfer Project (LDTP) in defining the inner core of the programs that would be transferrable. We will enforce requirements for admission: they need to apply, pay fees, have their preparation evaluated, meet prerequisites for programs, and re-take courses when they have low levels of performance, for example.

Note that it is already in code that students have the privilege of going to their local CSU if they meet the admission requirements. We could not accept the wording in the bill guaranteeing admission to CSU of choice. There is going to be a need for an adjustment on the receiving end (for example, CSU will have to meet the stipulation that there is a maximum of 60 units to complete degree after transfer).

With respect to Early Start, development began last Tuesday when committee met for the first time. The committee will formulate a series of guidelines with questions that campuses need to respond to by the end of November. This requires close cooperation across all CSU campuses. We are off to a good start.

In terms of the budget and enrollment management, both the Legislature and the Governor at this time want us to increase enrollment. The American Recovery and Reinvestment Act (ARRA) money allowed us to go back to 317,000 FTES from 310,000 without penalty to the campuses that went over target. We need to reach at least a mid-point in restoration this year. We hope to make the full recovery in another year. We have allowed students to apply for admission, and we are holding those applications until we get more information on the budget. Pushing the enrollment up when additional funds are given to us shows our good faith.

Q: With respect to SB 1440, we perceive that the CCC will want to move quickly once it is signed. Have you had any meetings with CCC on this?

A: Yes, we had a meeting with CCC in July. There is keen interest in moving forward. We were told that 103 campuses are "shovel ready" in terms of a program. We asked them for some slow-down in order to set up some validation. We hope they pay attention to their own C-ID development and that these programs will have some commonality among the 112 campuses in the CCC. We hope they pay attention to the LDTP and the obvious need to have core preparation take place for transfer. We are trying to create a partnership spirit about this. We want to create the best possible outcome.

Q: One measure of success of the transfer degree should be that students can complete the bachelor degree after they transfer in 60 units.

A: Yes.

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Q: This does not truncate programs that are more than 120 units, does it?

A: No. They asked us for a list of programs with 120 units already. They will start with those in planning the transfer degrees and then go back to programs with more than 120 units.

Q: Is there any consideration of adjusting campus targets based on the demographics of the service areas?

A: The targets are set by others, so I cannot answer that. The restoration of targets was made in the same way the targets were taken away. We are turning away 45,000 students. The students turned away from CSU Fullerton are moving north, impacting other campuses. The impaction rules are creating migration patterns. I will bring this question to analytical studies.

Q: In the College of Business, we have very few lower division courses in the major. The upper division courses account for more than 60 units. Did anyone consider this when SB 1440 was set up?

A: I have no answer to this. Another challenge is that the bill also prohibits requiring students to repeat "similar" courses.

Q: Is the CSU involved in dialogue with K-12 on Early Start, such as a "finish well" program?

A: This was discussed at the meeting last week. How can we engage the high schools to assist us in achieving what everyone wants? We had in mind that students could take the Early Assessment Program (EAP). They could take a program if needed in high school and then take the English Placement Test (EPT) and Entry Level Mathematics (ELM) tests to validate such a program. We would like to see that option included in the guidelines.

### **Election of the CSU Faculty Trustee Recommending Committee**

Harold Goldwhite was elected chair. The following senators were elected to the Committee: Kathleen Kaiser, Catherine Nelson, Paul O'Brien, and John Tarjan. The campuses who will be nominating additional members to the committee are San Jose and San Luis Obispo.

### **Committee Recommendations**

#### **AS-2968-10/EX (Waiver) — Withdrawn**

Criteria and Procedures for the Nomination of the Faculty Trustee: Variances in Procedures for the Selection of the 2011-2013

#### **AS-2969-10/EX (Waiver)—Tabled until March 2011 Plenary**

Changes to the list of Faculty Trustee Nominees for the Remainder of the 2009-2011 Term Ending June 30th 2011

#### **AS-2970-10/FGA (Waiver)—Approved Unanimously**

Call for Adequate and Sustainable Support for the California State University (CSU)

#### **AS-2971-10/FA (Waiver)—Approved Unanimously**

Endorsing the October 7, 2010 National Day of Action in Defense of Public Education

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**AS-2972-10/APEP—Approved Unanimously**

Call for Formation of a Joint CCC-CSU SB 1440 (Padilla) Implementation Task Force on Transfer AA Degrees

***FIRST READING***

**AS-2973-10/EX –Tabled Indefinitely**

Revision of AS-2961-10/EX May 6-7, 2010

**AS-2974-10/AA**

Counseling and Troops to College

**AS-2975-10/FGA**

Affordable Learning Solutions Initiative

**AS-2976-10/FA**

Public Education Leadership and Political Neutrality

**AS-2978-10/APEP**

Encouraging the Community Colleges to Make Use of College-Level Examination Program (CLEP) in Fulfillment of General Education Requirements

**AS-2981-10/FGA**

Adequate Financial Support for the Academic Senate CSU (ASCSU)

**AS-2982-10/AA**

Resolution on Returning Veterans

**Adjournment**

The meeting adjourned at 3:00 p.m.