

**Special Meeting of President Haynes, Provost Cutrer,
Department Chairs and Program Directors/Coordinators
October 12, 2009**

President Haynes' Opening Remarks

- Over the last month I have heard directly, in larger settings – the academic senate meeting, last week's faculty forum, as well as in communication with some people - and although it has seemed in several settings that we are increasingly becoming adversaries, I believe that there is more common ground than our language or our emotions might be suggesting
- While not perfect, I have been motivated to and accomplished here in my 6 years
 - Increased transparency in our budgeting
 - Increased lines and opportunities in communicating
 - Increased transparency and explanation in administrative actions and decision
- I supported campus climate as a university strategic priority because I believed, and still do believe that:
 - Mutual respect, open communications and common goals bring people together to be both productive and to feel better about their work
 - As I have said repeatedly, campus climate is never fixed; never stagnant, never without work
- So, with that backdrop, I would like to talk about where I believe and hope we have or can come to greater common ground in the challenges facing Cal State San Marcos at this moment:
- That our state's budget crisis is both real and not over
- That next year will likely be as bad as we are planning for and, although we hope not, it could be worse. We need to start planning for it right away.
- Our FTES target is 6% lower next year.
- That we need to move down 3 paths, hopefully together, and simultaneously
 - Advocating to state legislators to restore all the cuts of this year and past year to the CSU. The Board of Trustees is presenting that scenario that to the Department of Finance after their November meeting. But, given the past actions of our state legislature in good times and in bad, and the trend across the nation, we must anticipate that public funding will continue to be restrained.
 - Planning for the worst case scenario of continuing next year – and perhaps beyond – for the 14 million dollar permanent budget cut; and in so doing sharing through UBC the divisional plans for these reductions; and sharing more broadly the “pain” and consequences of these devastating cuts throughout our university. I assure you that there have been positions eliminated through attrition and reorganizations in several departments, functions combined and service levels reduced. We need to plan for all of the cuts to happen and prioritize for the case that only part of the cuts are realized.
 - Continuing to do planning/building for the longer term future – we do continue to discuss a private partnership to build more student housing; we are re-examing numbers to assume our forward progress on our student union; we are discussing athletic strategic planning – all not on state support, but not stopped.
- That administration here, more specifically, myself, the provost, and the college deans
 - Understand the importance of quality teaching
 - Value the scholar/teacher model
 - Recognize the centrality of Academic Affairs to the university

- Value the role of collegial governance and recognize the importance of cooperation in order to move forward
- That faculty workload is complex and is broader than the instructional load. Discussing differential teaching models was based on our current variation on the campus, which exists for credible reasons.
- That SFRs and WTUs are both valid and important measures of workload and indeed, I argued the SFR issue my first semester here in spring 2004 to the system.
- Close to 85% of our total budget is personnel. It accounts for our largest resource. All resources (personnel, state operating funds) should be budgeted resources for which there is accountability. Assigned time needs to be a budgeted item for which we can account for, how it is assigned, how it is used and how it impacts the total instruction budget. That different disciplines, level of instruction, professional education may allow or constrain because of appropriate pedagogy or accreditation standards, size of classes, and indeed, our physical plant constrains size of classes to some degree with very few large classrooms, currently “all instructional loads” are not equal. These differences need to be known to us and examined thoughtfully.
- That the elements for the instructional WTU calculation might need to be examined, and where possible within system constraints, updated, expanded and modified to more accurately capture the instructional load for faculty
- That there is much less money next year to provide the classes to our students, then there must be some changes in how we have been able to deliver instruction, just as there will be in how we deliver student services. However, these decisions should be left to the “local” level to determine the best ways to achieve this. As a consequence, it will not look/feel the same across the campus.
- The deans surfaced the workload discussion in late July because without ways to reconstruct workload, they did not know how to reach the necessary reductions. I have to trust that the Deans know their colleges, know their course demand and know what is necessary to meet that demand. In moving forward, the Deans will work with the department chairs who are ultimately tasked with meeting course demand within the resources available. Together, I expect the deans and department chairs will work to continue to balance instruction, research and service. I don’t expect that faculty will have the same teaching assignments every year or every semester. I don’t expect that every faculty member will have the same research expectations every year. It will change as the availability of resources for instruction and for assigned time change. I trust in our deans and our department chairs to resolve problems and to decide how they execute a plan to meet the demand within the resources available and the guidelines set forth.
- This budget crisis is not a San Marcos problem, and each campus is handling it locally within their own constraints and strategies. You have probably read in the CFA Headlines that campuses are considering eliminating programs, merging programs or even colleges. San Diego State non-reappointed 496 part-time lecturers and 48 full-time lecturers. I have said before that we are a campus that is still developing our breadth of our program offering, and want to avoid eliminating programs at this time in our maturation if at all possible.

Next steps:

- If we can agree to these elements as common ground, then we can spend our energies in conversation, bringing out creativity to our own programs. This is collectively better than an adversarial approach. If we do agree on these common elements, there are some next steps that are ahead of us:
 - Working with Senate to resolve the dueling databases, and come to some agreement on what data we should be examining and how the data should be calculated.
 - Creation of a small work group to examine the WTU allocations and bring recommendations about alternative ways to calculate/allocate WTUs back to the provost before December.

- Specifics of budget reduction plans to UBC
- Some “narratives” of what has already been cut and future potential cuts in all other divisions and the “pain and consequences of same” by mid-November. Some reductions cannot be discussed openly until we can according to union/system rules, and there will undoubtedly be some personnel reductions with 85% of our budget tied to personnel.
- Everyone must be prepared to handle the same workload with less money, which means an increase workload for everyone. Some functions can go away and some cannot, e.g. audits, risk management.
- Everyone (faculty, staff, administrators) will be held accountable for productivity. This is not exclusive to Academic Affairs. At the end of the day, we all must be held accountable for being good stewards of very scarce resources.
- As President, the public, the system and I know you expect me to show exceptional fiscal prudence and due diligence in accounting for all of our resources. We need to plan for the worst case and advocate against it. To do otherwise would be irresponsible.

Conversation:

- Senate EC will consider (at 10/14/09 meeting) the formation a BLP task force of faculty and administrators with a charge of developing common language and understanding of the university budget and data sources
- President clarified her remarks were primarily aimed at 2010/11. Recognizes that Spring decisions need to be made. Provost Cutrer will cover that in her Town Hall tomorrow.
- Enrollment Management. This is an area where there are still many questions.
 - There are different types of impaction. We have had impaction for a long time in some majors: business and nursing.
 - The campus can declare impaction as a whole to limit us to our region only.
 - We can declare impaction for 1st year students in some majors. SDSU and SLO are both impacted in every major.
 - Likely at or close to college year enrollment FTES target for 09/10
 - Additional enrollment management tools available for managing enrollment down in 2010/11
 - Will likely only be able to accommodate students from local service area
 - Additional criteria placed on out of area students
 - Enforcing all deadlines and deposit requirements
 - Not all majors have impaction status. Business, Nursing, Communication, Human Development, Kinesiology and Mass Media are impacted majors, which allow for additional criteria to allow students to declare these majors.
 - Fees are set by the Board of Trustees. There has been conversation in the past to move to a per unit fee rather than the current student university fee structure.
- Appreciation was expressed for defining common ground and speaking to the group in the manner that President Haynes did. There was also criticism expressed about the build-up of anxiety that scheduling a meeting at 4pm on a Friday with no agenda and no subs caused.
- It was agreed that there needs to be push-back with respect to the state Legislature, but there is not much hope that they will have great influence in resolving the crisis soon.
- In response to questions about rationale for pro-rata strategy, President Haynes discussed that everything is on the table for all divisions. Beginning with a pro-rata reduction as a place to start the conversation in UBC. UBC will hear division budget proposals and make recommendations to the President.
- The work of the BLP-created task force needs to happen in a relatively short timeline; outcomes and recommendations should be reviewed carefully to change policy and practice. Unpacking the

numbers that we use will be helpful, since we all have different histories in using various data. We all need to be at the table to make this a useful exercise.

- There was concern that the result of all of the focus that a 4:4 discussion has received is that increasing faculty workload is now perceived by many across campus as some sort of magic bullet, and it has been a negative distraction from the positive energy that could have gone into creative budget thinking. Cost savings from increasing the teaching load is not nearly enough to close the budget gap in 2010/11. All divisions will propose significant cuts to close the gap.
- Department chairs recognize the severity of the budget situation; need to know soon what they should be planning for in 2010/11. We need to figure out how to responsibly schedule classes and serve students next year.
- Continue to be inclusive of department chairs in conversations and difficult decision making. Continued two-way communications with chairs and faculty.
- Provost Cutrer announced this year's budget reduction in Academic Affairs (\$1.275 million) will be closed from various cuts identified by the units. They are listed in the front section of the report from the Ad Hoc Faculty-Administration AA Budget Committee. Assigned time will be listed as an expenditure.

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