

CALIFORNIA STATE UNIVERSITY, EAST BAY

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DATE SUBMITTED: November 25, 2009

TO: The Academic Senate  
FROM: The Executive Committee of the Academic Senate  
SUBJECT: Excom Recommendations Regarding Academic Reorganization  
PURPOSE: Information Item

**ACTION**

REQUESTED: That the Academic Senate vote to endorse the Task Force Report on Academic Reorganization and forward the Executive Committee Recommendations noted in this document to the President

**BACKGROUND**

INFORMATION: At its meetings in November, the Executive Committee discussed the Task Force Report on Academic Reorganization and voted to send the following actionable faculty recommendations forward to the President. ExCom was assured by the administration that the Task Force Report has been read by every cabinet member and has been used already in their discussions. An ExCom endorsement of the points that are deemed high faculty priorities for saving funds and creating new synergies is provided below, along with additional recommendations developed by ExCom exclusive of the Task Force Report, and recommendations to Departments for discussion items regarding streamlining efforts within programs.

The Executive Committee urges faculty and administration to continue to work together over the coming years to cope with the budget crisis and to rebuild, once funding is restored. Meanwhile, any proposals for change should have a real dollar impact as well as efficiency/SFR impact, and this information should be provided along with any forthcoming proposal and/or announcement of the change.

Ultimately, any reorganizations and/or programmatic changes that are planned or are to occur in academic programs or departments must be approved by the Academic Senate in accordance with Senate policies.

Although ExCom recognizes that severe budgetary constraints for 2010-11 may necessitate additional cutbacks in the number of class sections and other expenses in Academic Affairs, ExCom recommends that, to the greatest extent possible, cuts that go beyond our mandated enrollment reduction be obtained first from nonacademic portions of the budget, including ITS, facilities, and recruitment.

**ExCom Action Item Recommendations for Academic Reorganization,  
Based on Faculty Input through the Task Force**

**Short Term/High Impact:**

- **Establish a Self-support Summer Session:** With careful planning, a significant portion of the projected 2010-11 enrollment reduction should be achieved by reducing state-supported summer session. In addition, ExComm recommends that the University seek to establish a self-support summer session for programs electing such, within the constraints of CSU policy and the CFA-CSU collective bargaining agreement. Courses offered in such a self-support summer session saves the usual XQP salaries and, in addition, could potentially earn a "profit" for the University, owing to their potentially high enrollments.
- **Reorganize Concord to become a more focused, consolidated operation:** Keep the Concord campus open a limited number of days per week, both to save utility costs and to improve student services during a more concentrated period of time. Consider having a focus such as a College of Health and Human Services (see Long Term/High Impact recommendation below), Graduate Studies and/or DCIE at Concord, rather than trying to be a subset of the Hayward campus.
- **ENGL 3000 and 3001 (alternates to the WST).** Offer some sections during the year and heavy offerings within self-support over the summer. Students have the option of taking the WST, choosing to wait for limited opportunities to take the courses on state-support, or pay the higher fees associated with self-support. This provides another revenue source.
- **Move additional programs to impacted status.** Academic Affairs, PEMSA, and affected departments should work together to achieve this. Although this process usually takes about a year, there is reason to believe that expedited procedures may be available. This will help to reduce enrollment.
- **Eliminate T-12 assignments, as appropriate.** This is consistent with downsizing summer session.

**Long Term/High Impact:**

- **Create a joint administrative-faculty task force to study the feasibility of creating a new College of Health and Human Services.** This task force shall be charged with investigating the fiscal implications of such a move and with, if feasible, creating a clear plan no later than early January. If it proves feasible to create such a college without incurring additional costs (and, if possible, saving money) then a proposal to create such a college should be placed before the Academic Senate as soon as possible.

**Additional ExCom Action Item Recommendations for Academic Reorganization**

- **Develop more coordinated and efficient model for allocating resources and courses for GE.** CIC and its GE Subcommittee should be given the charge to develop a plan for oversight and coordination for GE. The development of a more coordinated model, which may include recommendations for changing the way funds are allocated within Academic Affairs to provide GE with its own separate base allocation, would be part of the Subcommittee charge. In addition, it is highly recommended that the GE Director be included as a member of the Provost's Council. In the changed budget and enrollment situation that we face, oversight is needed to ensure that courses are offered to

accommodate student progress toward graduation and to assure greater efficiencies in the GE offerings throughout the year.

- **Maximize fundraising efforts for Athletics.** The University must assure that Athletics is totally self-supporting and/or supported through student fees designated for that purpose.
- **Assure that all of the stadium upgrade costs use non-state funds only**, including consultants and new hires, **as well as other upcoming projects** such as the new parking structure.

### **ExCom Items for Consideration/Discussion Regarding Streamlining Efforts in Colleges/Departments/Programs**

- Reduce Options and/or Minors either through elimination or suspension depending on long-term goals for programs.
- Elimination/suspension of programs/options/minors should be done using more than just SFR criteria; the strength and worthiness of a program should be based on a compliment of criteria, only one of which is SFR, based on current data (now available on the web at <http://www.csueastbay.edu/senate/5-Year%20Program%20Review.htm> ).
- Offer similar courses across programs (for example, Quantitative and Qualitative Research Methods could be combined from various areas and special projects that are discipline-specific could be given.)
- Mechanisms for communication within/among colleges/programs should be developed to insure faculty awareness of programmatic and other changes
- Strategic/cautious raising of class caps. Grad assistants could be considered, as well as changing test structures and course assignments in order to ease faculty workload somewhat in these cases. However, we need to examine the tendency to increase course sizes without considering the ramifications to academic quality and pedagogy.
- Note that there are policies and forms in place for Suspension of Programs (defined in this case by ExCom to include minors and options) as well as Change of Status of an Academic Unit. These policies can be found on the Senate Documents page and should be routed, via the Dean and Provost, to the Senate Office.  
<http://www.csueastbay.edu/senate/documents.htm>

### **Statement of Guiding Principles**

The Executive Committee of the Academic Senate of California State University East Bay is committed to working with the faculty, staff and administrators of our University to develop plans to ensure the future prosperity, diversity, accessibility, and academic quality of our institution. We have developed recommendations based on input and feedback from the faculty of California State University East Bay gathered by the Faculty Task Force on Academic Reorganization, and from discussions with faculty and administrators.

As articulated in the Statement on Collegiality from the CSU Board of Trustees, ([http://www.csueastbay.edu/senate/documents/Collegiality\\_Statement\\_CSU.pdf](http://www.csueastbay.edu/senate/documents/Collegiality_Statement_CSU.pdf)) the primary responsibility for the educational function of the university, including curriculum, rests with the faculty. Furthermore, collegiality is based on joint decision-making, so decisions about curricular matters need to occur based on consultative and cooperative interactions between the faculty and the administration of the University. Therefore, any efforts to suspend, consolidate, or change programs or departments must involve faculty input and approval, first at the Department level, then at the College level, and finally at the level of the Academic Senate with appropriate Standing Committee consideration, before going to the administration for implementation.