Members Present:
Dana Edwards, Kris Erway, Karina Garbesi, Armando Gonzales, Bill Langan (Chair), Elinor Levine, José A. López, Nancy Mangold, Saeid Motavalli, Don Sawyer, Don Wort

Guests:
Sam Basu, Bob Brauer, Stanley Clark, Micah Frankel, Julia Norton, Laurie Price, Norma Rees

Meeting convened 9:00 am.

Agenda approved.

Minutes of January 16th approved as is, unanimous.

Minutes of January 30th approved as is, unanimous.

Chair’s Report.
Langan: The Layoff Committee has expresses unhappy that we have not been able to explain more to them about the Budget process and current constraints. Unfortunately we just don’t have all of the information we need to give them the guidance they seek.

Sam Basu, Interim Dean, College of Business and Economics (CBE), Report on Budget CBE Process
Handout: ‘COBRA Presentation’
Basu: The CBE budgeting process is centralized. There are many reasons for this. The prior Dean, Tonz, served many years; his style was largely informal. The College has only one main degree, the business degree, which has a number of options. The college is constituted of a fairly homogeneous group, including the chairs. The centralized model has therefore worked quite well. Only concurrent enrollment monies were allocated to the departmental level. Those monies have not been available lately. Basu is currently trying to find an optimal process for CBE’s structure and culture. This would possibly involve some departmental allocations, but that only makes sense for discretionary funds. Basu argued against decentralizing unless there is a good reason to do so. Course scheduling is done centrally, in coordination with chairs, with final decisions made in the dean’s office. The process has not been antagonistic. • The College is cost effective in educating students: It costs roughly $4k/major in ALSS, $4.4k/major in Science, and $9.7k/major in CEAS. Whereas, it costs only $2.5k/major in CBDE. (Data for these calculations are from Institutional Research; student numbers are total majors by head count.) [Secretary’s note: The time period over which the costs are calculated is unclear.]

Langan: You would expect significantly higher numbers for those colleges that serve a large number of non-majors.
Rees: CEAS numbers are high because it is heavily oriented toward graduate students.
Levine: Expresses concern about using numbers that might not be useful.
Basu: They are useful to CBE.
Langan: Any one set of numbers is not alone indicative.
Basu: Promises to send out details of the calculations. Expense management is an important issue in the College. The college has been attempting to minimize costs for years. Accordingly, student services (routine advising, etc.) began to be managed centrally 23 years ago. But more recently a far larger reorganization took place. Page two of the handout shows the changes. How has this worked? His answer would have been very different four years ago. He thinks it is working pretty well now.

Garbesi: Why were you unhappy with that before and not now?

Basu: When the changes were implemented, there was enormous tension in the college that took months to soothe. Communications may not have been optimal prior to the changes. He is writing a paper with Tonz that addresses some of these issues. Basu welcomes other colleges considering similar changes to talk with them about how to avoid similar mistakes.

Rees: To clarify. Basu was associate dean at the time and was responsible for implementing the changes.

Basu: Yes. It was difficult because the changes were designed by someone who left shortly after the reorganization. Basu did not know what promises had been made, or to whom.

Langan: Department chairs work on curriculum with the faculty. How did the changes affect the chairs.

Wort: The load on chairs went up significantly.

Norton: When chairs revise the curriculum, etc., whom do they get help from to edit the papers?

Basu: They go to the Division of Communication and Support Services.

Clark: From an efficiency standpoint, there are very few problems in the college.

Levine: What were some of the problems?

Wort: Students may not be getting as good initial advising from the secretarial pool with respect to which department’s students should go for formal advising.

Basu: Anytime you do a change of this magnitude, there are bound to be tradeoffs.

Frankel (Assoc Dean of CBE): Advising is more streamlined, efficient, and better targeted now.

Basu: Most chairs are sufficiently familiar other departments structures and functions to redirect students, if necessary, because there are many outreach events that chairs participate in together.

Langan: Have you determined if any of the one-year lecturer’s will become entitled next year. That is, will the 3-year lecturer numbers be changing significantly?

Basu: Yes, the Deputy Provost provided this information to the college. Basu is having more chairs meetings than Tonz did, to address the budget situation. He frequently invites the Deputy Provost.

Langan: What is the potential for savings in summer lecturers.

Basu: Big cuts were implemented there last summer. CBE has had comprehensive summer course offerings compared to sister campuses. There is no funding for summer, per se. Last summer, Basu realized the College could no longer tolerate the relatively high ‘extra quarter for pay’ (EQP), they did previously. Therefore last summer had an unusually high lecturer fraction. From a faculty perspective, this was devastating. When faculty come here they look at the overall package (which has been perceived to include EQP). The college is trying to address this problem working with the Provost. It makes it very difficult to hire and retain faculty.

Langan: That can be handled by banking.

Basu: He realizes that.

Langan: It is true that one of the attractions that can be used in hiring is the possibility of EQP.

Basu: The average salary of incoming finance faculty is $90k plus for nine months. If you are getting PhDs, you have to go into the low six figures. It is almost impossible to compete. Accreditation rules further constrain the options of the college. If we go to all lecturers in the summer, CBE will loose our accreditation.

Wort: Even when we use lecturers, we have to hire mostly lecturers with doctorates to abide by accreditation rules.
Levine: Is all of the advising of students occurring on the main campus?
Basu: All of the faculty are required to hold office hours. So Contra Costa gets its advising that way. There are fewer students per faculty there, so advising may be better. CBE makes sure that T/TT teach at CC as well.
Levine: Do non-T/TT people do the same amount of advising?
Basu: According to the College, they are supposed to do the same amount of advising.1 Corrective action would be taken if not.
Levine: She often hears that lecturers are not paid for advising, for majors, as opposed to as for classes.
Basu: It would be unrealistic to expect lecturers to advise about the program. They advise with respect to classes, or perhaps about the nature of the industry. Students needing answers to question about the major, are redirected to chairs, often by e-mail. The Student Service Center is expected to direct students to T/TT faculty.
Clark, referring to the CBE budget handout: The summer ‘quarter’ must refer to July/August 03 and June 04. Where the 04 salary numbers changed to meet the collective bargaining agreement.
Basu: Yes, tried to incorporate this. CBE got permission for 4 new positions this academic year. Decided to pursue only 2 because of budget constraints. These were given to those departments in greatest need.
Lopez: In education we have been told there will be no EQP, all T/TT teaching in summer will be through banking. Trying to get hires has also been made more difficult because of no EQP.
Langan: After the crisis, we should return to offering EQP.
Basu: The decision should be decentralized (by college). Not from the top.
Wort: There is a tradeoff. If we cannot offer EQP, we would have to increase baseline salaries. We cannot just stop hiring quality faculty.
Langan: The provost has asked the deans to run scenarios for budget cuts. Are you doing that?
Basu: This is in process.
Langan: International programs reduces number of TT faculty that are counted as teaching on campus.
Basu: CBE addresses that by reducing assigned time, and changing the rate of reimbursement for assigned time.
Levine: Asks for clarification on international programs.
Langan: If CBE teachers are teaching overseas, their time is not counted here.
Basu: Actually they are doing compressed courses overseas.
Reichman: Wants clarification about whether those teaching overseas are getting paid for courses taught overseas while substitutes are covering their regular courses here.
Basu: These issues are being worked on between the Dean’s office, Extension and Academic Affairs right now. The compressed programs that conflict with courses are only in Moscow. All other programs are only one week and do not conflict.
Reichman: Overseas programs cannot be considered both part of the regular program (general fund supported) and part of extension. Does CBE use other general fund money to pay for those who cover?
Langan: This is an issue for FAC, not for us.
Garbesi: It is also an issue for COBRA if there are budget implications.
Rees: These are valuable programs. Many of the benefits are not easily quantifiable. The programs were developed on an ad hoc basis. Kelley was charged with reconfiguring and realigning programs to be sure that the programs were paying their own way. There is a clean-up process is place now, that is not finished.
Clark: Discussions and fiscal analyses are occurring right now.

1 Secretary’s note: Presumably what is meant here is office hours, not advising.
Basu: The international programs offer significant benefits to the regular students as well. Business is rapidly globalizing. There are few preferable ways to bring first hand knowledge to our California students, than to participate in these programs.

Mangold: Since we are hard pressed because of EQP, the international programs substitute to some extent for that in faculty and student recruitment. The business community here, which is itself globalizing, looks to us for insights, which elevates our influence in the community. BASU departs.

**Future Meetings**
Revised meetings times for COBRA for the remainder of the year (with intermittent additions of BAC meetings).
- Feb 20th
- March 5th, 12th (the latter was changed to avoid conflicts on exam week)
- April 2nd, 16th, 30th
- May 7th, 21st
- June 4th

Group: Agrees to let Langan work out schedule of guests (VPs, units of Academic Affairs, Extension).

**New Business**
Garbesi hands out and explains The Costs of Replacements. Used Martino’s ACR73 spreadsheet model to calculate the costs of different numbers of T/TT replacements, with and without the faculty’s ‘share’ of unfunded costs being included in the equation. She points out that the number of replacements that would be costs neutral depends strongly on whether or not those unfunded costs are included. Historic replacements clearly reflect the impacts of unfunded costs.

*Meeting adjourned: 11:00 am.*

Respectfully submitted,
Karina Garbesi, Secretary