



# Senate Forum

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## A Message From the Chair

*Scott Hewitt*

For many of us, this is a very difficult time, both personally and professionally. During this unprecedented budget crisis, we are being forced to make cuts, reorganize, and generally maximize our efficiencies. One of the positive aspects of doing this is that we are getting more creative input from faculty, staff, and students, and we are all working more closely together. Continuing the dialogue, thinking creatively and strategically, and being flexible will be crucial for us to weather this storm and to position CSUF for a strong future.

We will have a better idea of our '10-'11 budget when the Governor puts out his budget in January and then the revised budget in May. The Chancellor is asking for significantly more funding for the CSU system; however, it is expected that the State legislature will not increase our funding level. In fact, there are indications that the budget will be a little worse than this year. The current projected State deficit through next year is \$20.7 billion. We will have significantly fewer students in the fall and thus will generate less revenue. It appears that there will be no furloughs next year, and thus no furlough savings. On the other hand, if the state cuts higher education too much, then it may lose federal stimulus funds.

The Senate Executive Committee has decided to focus on six priorities this academic year:

- Impact of furloughs, budget crisis, CSU alliance (see article by Acting AVP Ed Trotter and Jon Taylor, as well as the "Senate Vent Tent")
- Faculty research/grants/sabbaticals (see the article by Dean Rikli and myself)
- Faculty mentoring
- Vision/strategic planning (see the "Maintaining Academic Quality" article by AVP Dorota Huizinga and Jack Bedell)
- Reorganization
- Land and building acquisition (see the articles by Vice President Willie Hagan and Keith Boyum)

The Senate Executive Committee has been very busy with regard to the furloughs and budget cuts. We made recommendations to President Gordon

regarding the faculty furlough process on this campus, the faculty furlough days designated by the President, and cutting back on university receptions, dinners, and celebrations. The President, for the most part, agreed with our recommendations. We also held a half-day retreat with the President Gordon and the President's Administrative Board. The main focus of the retreat was on vision, strategic planning, and reorganizing colleges and departments. The letter sent to you by President Gordon and me on maximizing campus efficiencies was one of the outcomes of the retreat. Please take the time to send us your ideas regarding maximizing efficiencies and reorganizing

(<http://myweb.fullerton.edu/efficiencies>).

Our campus has already severely reduced budgets across all divisions, but we expect that we will need to make further cuts for the next academic year. CSUF may merge administrative units with other campuses to reduce overall costs. Staff and administrative positions are being held vacant or cut from the budget after the positions are vacated. Our campus is also looking at ways to reduce HVAC usage during the summer, to reduce the energy used

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by campus computers, ... So far, Academic Affairs has cut way back on OE&E, reduced travel and assigned time, cut back on class sections, not rehired some of our part-time colleagues, and made deeper cuts to the non-College programs in Academic Affairs (including the Academic Senate). As the purview of the Academic Senate falls within the Academic Affairs Division, I will now focus on Academic Affairs.

Academic Affairs has fared a little better than the rest of the campus, mainly due to lottery funds and the recent additional stimulus funds. However, since Academic Affairs is about two-thirds of the university budget, out-of-the-box thinking is needed as we look for new ways to streamline our programs and reduce costs while positioning our departments for the future. Some departments already have no OE&E budgets, and some will have lost all their part-time faculty as of this spring. To continue to teach the broad range of courses that our students need, faculty and departments are considering all possible options, including

- Streamlining the curriculum
- Eliminating specialty courses that are not needed for graduation,
- Reducing the number of GE course offerings that meet the same GE requirement
- Eliminating required courses that are nice but not really necessary for the major
- Offering courses less frequently
- Eliminating courses with very low enrollment that are not required for graduation,
- Working with counterparts at other local CSUs to deliver the full range of classes the students need instead of each campus delivering the full range of classes,
- Having faculty teach classes in other departments, and
- Moving departments closer together physically so that they can share staff and resources
- Merging departments.

Each department and program has different needs and will respond differently to this crisis.

Given that the state of California will probably be slow to recover from the recession and that the CSU budget may never be fully restored, it is important to think strategically. What do we want to look like five or ten years from now? Which changes will make us stronger for the future? How can we turn this crisis into an opportunity? Along these lines, there will be an all-day campus strategic planning event on January 20.

On a more positive note, it appears that we will exceed our CSUF external grant funding record by a considerable margin this year, bringing in critical funding for programs and research. We are still educating more than 36,000 students this fall, engaging them in research, creative activities, service

learning experiences, internships, class projects, capstone experiences, ... As we work our way through this crisis, it helps to keep in mind all of the positive things that are still occurring on our campus. As someone who also sits on the CSU Senate Chairs Council, it is clear to me that CSUF is much better positioned to handle this crisis and that our campus community is working together much better than on some of the other CSU campuses.

Please continue to look for opportunities to decrease costs, increase revenues, and maximize efficiencies. The Senate Executive Committee and the Academic Senate will be working with the campus community to maintain and improve academic quality and collegial governance and better position CSUF for the long term. If you have any comments, questions, or concerns, please feel free to contact me at [shewitt@fullerton.edu](mailto:shewitt@fullerton.edu).

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## Academic Quality in Relationship to WASC

*Jack Bedell and Dorota Huizinga*

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Just what is this thing we call *academic quality*? Is it like pornography? To paraphrase the famous quote: we know what it is when we see it, but are we able to define it? During this horrendous budget “episode,” one of the most frequently heard comments is that the main casualty of these cuts will be academic quality. Because faculty are furloughed, does that automatically mean academic quality will suffer?

In an attempt to get its arms around the quality conversation and come up with our measures of academic quality, a previous ad hoc committee of the Academic Senate surveyed the campus. We asked, *what are the attributes of academic quality*, and then, *just how well is CSUF doing on each*? Open-ended and fixed alternative responses were solicited. Almost 860 responded. Of these, almost 70% were students, nearly 25% were faculty, and the remainder (5%) were staff and administration.

### Select Findings

For lecturers, students, staff and administration, the number one reflection of academic quality was: “faculty members are genuinely interested in student learning and they create supportive learning environments.” For full-time faculty, this statement was their second most important selection, whereas their number one academic quality reflection item was “the University courses, in its academic majors/programs, are rigorous and cutting edge.”

Faculty and students gave very high priority to having a strong, 21<sup>st</sup> century library with significant

resources and state-of-the-art electronic access. Staff are less likely than either of these groups to look to the library as a reflection of academic quality. Students are more likely to consider accreditation as a reflection of academic quality than any other group, but all groups consider it important. Lecturers and students are more likely than faculty and staff to see a breadth and variety of academic programs consistent with a large comprehensive university serving a diverse community as an indicator of academic quality.

Although faculty see maintaining a predominantly tenured/tenure-track faculty selected and reviewed within strong RTP guidelines as important evidence of academic quality, lecturers, staff and students were considerably less likely to select this item. The same was also true for faculty accumulating a strong record of faculty scholarship/creative activity. Given their teaching responsibilities, it comes as no surprise that lecturers are the most “committed” to seeing a strong, integrated GE program as a reflection of academic quality.

### **CSUF’s Reality**

It should already be clear from the aforementioned findings that the university’s constituencies were not in lock-step agreement on what items were reflective of academic quality. The same disconnect also appeared in their views of how we are doing. It was also interesting that although many had reflections of academic quality, considerably fewer had opinions about how we are doing. (Perhaps we don’t know?) This includes several of the reflection items thought to be important. For example, although students thought accreditation important, 41% of our constituents left the item on this “actuality” blank.

That said, however, full accreditation, regionally and discipline-specific, was seen as our highest achieved attribute (#1) of academic quality. Following very closely was the item on breadth and variety of degree programs (#2). Lecturers, staff and students gave a high actuality ranking to maintaining diversity among faculty, staff, etc., whereas faculty were less sanguine on this item. All constituents tended to agree (#4) that our faculty have strong records of qualifications, degrees, etc.

Staff (#5) and students (#4) were much more likely than faculty (#14) or lecturers (#11) to see the library in a favorable light, and they were also more likely to see our academic majors as rigorous and cutting edge. Faculty, lecturers and staff were more likely than students to see our faculty as accumulating strong scholarship records, but many students do not know about these accomplishments. Staff were most likely to see the campus as maintaining high standing in U.S. News and World Report, but this item was one of the least selected, along with job placement of graduates ( students responding

less favorably as other constituents), high faculty performance on SOQ’s (faculty responding more favorably) and co-curricular learning.

What does all this mean? It seems we have, in general, clear notions of academic quality. It also appears that constituents may differ on the items’ importance and on CSUF’s actual achievement on the reflection items as well. However, all constituencies agreed (#1) that we were doing well on maintaining full regional and specialized accreditations.

### Academic Quality and WASC:

So, what is the relationship between academic quality and the WASC accreditation? We know from the above survey that accreditation is perceived as one of the highest attributes of academic quality. But do we understand why? Let’s look at an appropriate source. “Accreditation is a process of external quality review created and used by higher education to scrutinize colleges, universities and programs for quality assurance and quality improvement” (Eaton, 2006). In the U.S., accreditation is conducted by nonprofit, private organizations, such as Western Association of Schools and Colleges (WASC), designed for this specific purpose. Our role is to collect and provide (to WASC) evidence of CSUF academic quality by submitting reports, data exhibits, and hosting visiting teams. Pragmatic aspects include:

#### *Assuring quality to the public and students.*

Accreditation is the primary means by which colleges, universities and programs assure quality to students and the public. Accredited status is conveyed only if institutions and programs provide evidence of fiscal stability.

#### *Federal and state funds.*

Accreditation is required for access to federal funds, such as student aid and other federal programs. Federal student aid funds are available to students only if the institution or program they are attending is accredited by a recognized accrediting organization. More than 50% of CSUF students use financial aid.

#### *Easing transfer.*

Accreditation is important to students for smooth transfer of courses and programs among colleges and universities.

#### *Engendering private sector confidence.*

Accreditation status of an institution or program is important to employers when evaluating the credentials of job applicants and when deciding whether to provide tuition support for current employees seeking additional education.

## What is our current WASC re-accreditation status?

Accreditation is a three-phase process that includes three reports and two team visits. The work of the WASC Steering Committee and related task forces continues throughout the three phases.

The Institutional Proposal was submitted in October 2007. The WASC Senior Commission accepted our proposal in December 2007.

WASC Capacity and Preparatory Review (CPR) visit will take place March 10-12, 2010.

WASC Educational Effectiveness Review (EER) visit is scheduled for October 12-14, 2011.

Although it is easy to downplay the importance of accreditation during the ongoing budgetary upheavals, we must continue to provide evidence of academic quality necessary to secure imminent WASC re-accreditation and the national recognition it provides Cal State Fullerton.

Eaton, J. S. (2006). *An Overview of U.S. Accreditation*.

**Dr. Jack Bedell** joined CSUF in 1969. He is the former Chair of Electrical Engineering, Child Development, and Sociology. He is the current Chair of Anthropology. Dr. Bedell has served five terms as Chair of the CSUF Academic Senate, and has also served three terms as Chair of the CSU Statewide Academic Senate. He is a member of Orange County Board of Education.



**Dr. Dorota Huizinga** is the Associate Vice President for Graduate Programs and Research and Professor of Computer Science. She also serves as Cal State Fullerton's Chief Research Officer and WASC Accreditation Liaison Officer. Dr. Huizinga joined CSUF in 1991 as an Assistant Professor of Computer Science and served as the Associate Dean for the College of Engineering and Computer Science from 2003 to 2008. She is the recipient of several CSUF outstanding faculty recognitions in the areas of scholarly and creative activities, teaching and service. In 2007, she co-authored a professional software engineering book, "Automated Defect Prevention— Best Practices in Software Management" published by John Wiley & Sons. Her research was sponsored by the National Science Foundation, State of California and private industry. She is the CO-PI of the recently awarded \$300, 000 federal grant "**Transdisciplinary sustainability-centered virtual community of practice.**"

## Generating External Funding for Research

*Scott Hewitt and Roberta Rikli*

This paper presents an overview of part of our presentation to the Academic Senate/Academic Affairs Forum on August 18, 2009. Comments are organized under the following headings:

- 1) *Benefits of Funded Research*
- 2) *What Can the University do to Improve its Record of External Grant Funding?*
- 3) *Update on Generating External Funding for Research at CSUF*

### 1) Benefits of Funded Research

The benefits of funded research programs are enormous and can extend to all aspects of the university – to students, faculty, staff, alumni, and the community. Examples are:

#### *Increases university resources*

Provides millions of additional dollars to campus each year that supports faculty research, student assistants, community outreach, laboratory development, travel, equipment, and supplies.

#### *Enriches student learning*

Student involvement in research and grant-writing promotes higher-level problem solving, creative thinking, and analytical skills that are so important to students' success as future professionals, scientists, and community leaders.

#### *Facilitates higher quality research*

External funding makes it possible to study problems of greater depth, breadth, and significance.

#### *Promotes faculty vitality and currency in the field*

After receiving their doctorate degrees, most faculty are enthusiastic about their research agendas and are motivated to remain active and engaged in their disciplines, something that is increasingly difficult without released time from four-course teaching loads.

#### *Provides additional jobs for staff/students/part-time faculty*

Most externally funded research projects require the hiring of additional personnel.



Although the CSU mission has been amended to mandate faculty involvement in research, scholarship, and creative activity (California State Education Code: Chapter 1587), funding formulas for the CSU provide insufficient funds to support high quality faculty/student research (research allocation to CSU is currently equivalent to approximately \$5.50 per student).

*Improves faculty recruitment*

New PhDs seek positions in active, research-supportive environments where they can collaborate with engaged colleagues to write grants and study important questions in their fields and can serve as mentors to students in the same way they were mentored.

*Prepares students for admission to doctoral programs*

Prior research experience with respected faculty mentors is a requirement for admission to most competitive doctoral programs.

*Enhances university reputation and chances for additional funding*

Funding agencies like to fund projects and proposals from institutions with proven records of success.

*Provides economic/social benefits to community*

Numerous reports (e.g., Role of Research and Creativity in the CSU, 2006; Access to Excellence, 2008) show that research of CSU faculty provides many benefits to the community – it assists state planners, improves quality of life, contributes to the economy, and develops new concepts in all areas of life.

*Improves student retention*

Student participation in research is a form of active learning which leads to improved learning and better retention rates.

*Enhances alumni pride*

Increases motivation to give back to university.

## **2) What Can the University Do to Improve its Record of External Funding?**

For the reasons presented above, pursuing funded research ought to be among the *highest of university priorities* both now (during furloughs and budget cuts) and during normal economic times. State funding for the CSU never has been and most likely never will be sufficient to support its dual teaching/research mission. In recent years, Cal State Fullerton has made progress in improving its external grant record, but lags behind most comparable institutions in the CSU, currently ranking 10<sup>th</sup> (up from 15<sup>th</sup> four years ago), falling behind San Diego, San Francisco, San Jose, Fresno, Long Beach, San Bernardino, San Luis Obispo, Sacramento, and Northridge.

**“In other words, it appears that CSUF may need to ‘invest more to get more’ if an increase in externally funded research is a goal.”**

Although Fullerton’s

relatively young age compared to other CSUs is considered a limitation in philanthropic fund-raising due to a smaller alumni base and less-developed community connections, there is little reason why this same logic should apply to research-related funding. The educational background, professional expertise, and other qualifications of Fullerton faculty and staff surely are as strong (or stronger) than faculty and staff at sister institutions.

In comparing CSUF with similar CSUs, evidence suggests that Fullerton’s less-than-stellar grant funding record may be related to its less-than-stellar infrastructure and support for faculty research. In other words, it appears that CSUF may need to ‘invest more to get more’ if an increase in externally funded research is a goal.

Using CSU Long Beach as a comparison institution for Fullerton, since it is similar in size, in geographic location, and often competes for the same faculty and students, it is clear that CSULB has a much better record of grant funding and that it provides a much higher level of support for faculty research and proposal-writing. As seen in the table below, Long Beach has double the number of faculty serving as PIs on grant projects (16% vs. 8%) and receives more than double the amount of external funding compared to Fullerton (\$37.2 million vs. \$17.1 million, based on 2007-08 Annual Reports from CSUF and CSULB).



Long Beach also invests considerably more resources in support of faculty research and grant-writing. In 07-08 they awarded \$1.3 million in intramural grants to 137 of its faculty, while Fullerton awarded \$193,786 in intramural awards to 69 faculty members.

In addition, Long Beach has a higher level of administrative and staff support for research. Similar to most large CSUs, it has an AVP for Research and External Support whose major focus is to provide vision and support for faculty research and grant writing and to oversee the University Research Office. Although Fullerton does not have a dedicated AVP for Research, it has made positive changes in this direction by recently adding 'research oversight' to the duties and titles of two existing positions on campus. The AVP position which oversees graduate programs and accreditation now also has responsibility for research, as does the Director of the Center for Internships and Community Engagement. The fact that Fullerton has a lower level of resource support for external grants relative to its size is a major reason why our federal Facilities and Administration reimbursement rate (IDC rate) is lower than that of other CSUs and why it was recently reduced even further from 39.5 to 35.1% (compared to Long Beach's rate of 43.5%). This is unfortunate, since it puts Fullerton in a downward spiral with respect to resources available to support research and proposal-writing, but further illustrates the need for *spending money to get money*.

On a positive note, Academic Affairs' added emphasis on grant-writing and research over the past couple of years (including modifying the job

descriptions referred to previously and extra effort by OGC) has been accompanied by an increase in grant awards this year (up \$2.5 million over the previous year) and an increase in number of new proposals being submitted. Also, President Gordon and the PRBC are to be applauded for giving priority this year to M&G initiatives that have the potential to bring increased external funding to the campus for research and other programs. This is sure to have a positive influence on the number of grant proposals submitted in the near future and on the amount of funding generated.

However, it is very important that any further increase in proposal submissions be accompanied by an increase in pre-award and post-award staff support. All involved in the proposal-writing process at Fullerton agree that additional support for proposal preparation and submissions, as well as post-award management, has to occur before the campus can move forward in its goal to increase external funding. As is, the current shortage of support staff in the Office of Grants and Contracts (OGC) is causing a bottleneck in the processing of proposals and getting them submitted in an accurate and timely manner. All involved in submitting grant proposals over recent months (and many of us have been) agree that Fullerton has reached a 'glass ceiling' in terms of the number of proposals that can be submitted and managed on this campus with its current level of support.

Although the OGC has talented and dedicated staff, most are 'maxed out' in the level of service they can provide to faculty in assisting with proposal preparation and submissions and, in fact, during much of the past year have been over-extended to

**Comparison of External  
Research Funding and  
Grant Support for CSULB  
and CSUF**

	<b>CSU – Long Beach</b>	<b>CSU – Fullerton</b>
External Grant Awards	\$37.2 million	<b>\$17.1 million</b>
# of tenured/tenure track faculty that are grant PIs	137 (16%)	<b>56 (8%)</b>
Intramural Awards Program	271 awards to faculty (\$1.3 million)	<b>69 awards to faculty (\$193,786)</b>
Administrative Support	AVP position fully dedicated to faculty research and grant support	<b>AVP with responsibility for graduate programs, accreditation, and research</b>
Pre/Post Award Staff Support	Difficult to quantify, but size of CSULB staff appears to be about double that of CSUF	
Federally Approved Facilities & Admin. Reimbursement Rate (IDC Rate)	CSULB = 43.5%	<b>CSUF = 35.1% (reduced from 39.5% due to decline in grant support)</b>

the point of having stress issues and making serious errors in proposal budget preparation and in electronic submissions. This has caused missed deadlines for completed proposals and great disappointment for faculty who have worked hard to write proposals, as well as embarrassment to the university when proposals are submitted incorrectly, are late, and/or include incorrect budget information.

#### Specific Recommendations for Increasing Support for Funded Research at CSUF:

*Provide dual-reporting, college-based grant coordinators in colleges with a high level of grant activity (similar to the DOD model in University Advancement).*

There is wide-spread agreement that this would be the single best way of improving infrastructure support for faculty research and grant-writing and also would aid OGC and ASC with their work. This individual, with expertise in college-related disciplines, would search out and help identify relevant proposal opportunities, would establish personal relations with granting agencies in Washington DC, would assist faculty in writing grants proposals, would be trained to assist OGC in budget preparation and electronic proposal submission, and could assist ASC with project reports.

*Increase the amount of intramural support for faculty research – both the number of awards given and size of awards.*

The maximum size of intramural awards (\$5,000) has not changed in 30 years. At the same time, with an increase in size of award, greater accountability should be built in for demonstrating outcomes– e.g., external grant proposals submitted, articles published, etc.

*As soon as resources permit, establish an AVP position dedicated to the promotion of faculty research and grant-writing. Fill vacant position in OGC.*



### 3) Update on Generating External Funding for Research at CSUF

President Gordon and the Planning, Resources and Budget Committee (PRBC) are in agreement on the need to stimulate research and external grant funding as state funding per student decreases. PRBC recommended a three-year plan to increase funding for research and increase our external funding. In the first year, PRBC recommended an additional staff position for the Office of Grants and Contracts (OGC), additional funding for intramural grants so that more faculty can receive funding, and to replace the state intramural funds that we lost due to the budget cuts. Funding a grant writer, providing additional intramural funds so that the maximum award could be raised to \$10,000 and replacing state intramural funds, if necessary, were recommended for year two. Third year recommendations focused on fully funding positions in OGC so that more IDC funds can be returned to the Departments and continuing to replace state intramural funds, if necessary. President Gordon has announced that he will fund PRBC's year one recommendations and has agreed to fund a grant writer in the first year as well.



**Roberta Rikli**, Dean of the College of Health and Human Development, is in her 38<sup>th</sup> year at Cal State. She initially came to campus as an Assistant Professor of Health and Physical Education in 1972. Other roles on campus include serving as Chair of the Department of Kinesiology and Health Science, as Associate Dean of

HDGS, and as chair of several university committees, including the PRBC.

**Dr. Scott Hewitt** is a professor of chemistry. He and his research students study how hydrocarbons react in air (smog), combustion systems (incinerators), archeological samples (Olmec tar), and biological samples (aging). Scott is an avid Titan baseball fan and mountain Ultrarunner. He currently serves Chair of the Academic Senate.



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## Property Acquisition

*Willie Hagan*

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Recently the Academic Senate requested an update on two property-related acquisition projects currently underway: the relocation of the Irvine Campus and the potential acquisition of the Hope International University adjacent to the main campus in Fullerton. In addition to presenting an update on both projects at the September 17 Senate meeting, information regarding the current status of both projects is provided below.

Regarding the **Irvine Campus**, the lease on the current facility on Trabuco Road is set to expire



August 31, 2010. A task force including Senate representatives has been formed by Vice Presidents Willie Hagan and Ephraim Smith. The task force is scheduled to report to President Gordon by the end of the year and will examine the vision and mission of the Irvine Campus, its near-term and ultimate enrollment, and various operational issues. The conclusions of the task force will assist in determining the extent of university commitments to the Irvine Campus for the coming fiscal year and beyond.

Active discussions are underway regarding the possible purchase of the **Hope International University** property of approximately eleven acres. The campus has contracted for an appraisal which has been completed.



Discussions and negotiations with Hope administrators are moving forward. Hope is exploring several alternatives for a new home for their institution. It is anticipated that it will be two to three years before Hope can acquire and move to a new site. As such, even if the university acquires Hope in the near future, it would continue to remain in place for a few years. This and other issues would be part of the negotiation process. Any effort to acquire Hope will ultimately require approval by the CSU Board of Trustees.

Despite current budget difficulties, the university is moving forward with efforts to acquire Hope in light of the clear benefit to the campus of acquisition of additional property, its central location, and its existing facilities. Acquisition of Hope together with College Park would round out the extension of the campus south of Nutwood and offer the possibility for imaginative development for the future. In addition, this opportunity for property purchase is one that will not be repeated and will have a significant impact on campus. Related to the prospect of acquiring Hope, the campus and the City have been collaborating on a long-range development plan for the area south of Nutwood encompassing the Hope property as well as College Park.

Additional updates will be provided to the Academic Senate as the two projects progress.



**Dr. Willie Hagan** joined Cal State Fullerton as Vice President for Administration in August 1996. From July 2000 through 2003, he also served as Interim Vice President of University Advancement and was instrumental in the reorganization of that division.

Effective April 1, 2005, Dr. Hagan assumed responsibility for University financial operations, serving as the Chief Financial Officer for the University.

Dr. Hagan holds a doctorate in psychology from the University of Connecticut and a master of fine arts degree from UCLA. Before coming to Cal State Fullerton, he served as Associate Vice President for Administration at the University of Connecticut. Prior to this, Dr. Hagan served as a lobbyist for the University of Connecticut and the Connecticut Board of Governors for Higher Education at the state and federal level.



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## Irvine Campus Task Force

Keith Boyum

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A Task Force on the Irvine Campus is at work, with the essential job of making recommendations concerning the mission and goals for the CSU's largest branch campus. In close consultation with Academic Senate leadership, Vice Presidents Hagan and Smith named Associate Vice President Bill Barrett and Emeritus Political Science Professor Keith Boyum as co-chairs, and gave the group its charge. One student, plus a relatively large group of administrators and faculty, constitutes the task force, which is asked to report in 75 days.

### The Charge To The Group

1. What should the vision and mission be for the Irvine Campus and how should it support the mission and strategic goals of the University?
2. Which physical and programmatic model should we pursue for the Irvine Campus? If feasible, should we continue as we are in our current facility or lease comparable space when our current lease expires? Should we pursue a longer term vision of approximately 4,000 FTES and attempt to acquire 20 or so acres somewhere in South Orange County?
3. What are the fiscal implications of each approach, particularly in the context of budget reductions and other fiscal constraints imposed by the state?
4. Given the Chancellor's call to limit enrollment growth due to reduced state funding, what should our enrollment strategies be for the Irvine Campus?
5. What would we want the campus to look like 5 years from now, 10 years?
6. What is the role and impact of distance learning or on-line courses at the Irvine Campus?
7. What Irvine Campus management and operational issues need to be examined, particularly as they relate to course offerings at the branch versus the main campus?

Based on the recommendations derived from the work of the task force, if appropriate, a facilities plan would be developed and implemented.

The task force gathered and reviewed materials pertaining to the history of CSUF's south Orange County efforts since 1989, and pertaining to Academic Senate concerns and debates from spring 2009; held an open hearing at the Irvine campus on October 28, and another open hearing on the Fullerton campus on November 3; reviewed subcommittee-developed thought papers relative to aspects of

the charge to the task force; and met with senior administrative leaders from the city of Irvine.

A report may be ready for community consideration, including anticipated review by the Academic Senate, after Thanksgiving. Watch for a report that is responsive to these questions and topics:

- A. The essential rationale – why have an Irvine campus?
- B. Notes toward a vision and mission for an Irvine campus: what should the campus look like in 5 or 10 years? What should be the role and impact of distance learning, given proposed vision?
- C. What can be said about the visibility of the Irvine campus, and raising friends & supporters in the community?
- D. What does a review of existing revenues and expenses of the Irvine campus reveal?
- E. What should enrollment strategies be for an Irvine campus, especially given the Chancellor's call to limit enrollment growth due to reduced state funding?
- F. What Irvine campus management and operational issues should be addressed?
- G. What do voices from the CSUF community say?
- H. What physical and programmatic model makes sense, given the foregoing?

*In addition to Barrett and Boyum, the Irvine Campus Task Force includes Scott Taylor, an Associate Students officer; Senate members Jack Bedell, Scott Hewitt, Kristi Kanel, and Peggy Shoar; PRBC chair Sheryl Fontaine; and Jay Bond (Administrative Affairs), Pat Carroll (President's office), Susan Cooper (Irvine campus dean), Kandy Mink Salas (Student Affairs), Frank Mumford (ASC), Harry Norman (Extended Education), Jack Smart (Administrative Affairs), and Ed Trotter (Academic Affairs).*



**Keith O. Boyum** is an *emeritus* Professor of Political Science. He spent 2004-08 as Associate Vice Chancellor for Academic Affairs for the California State University. In that role he was principal policy advisor to the Executive Vice Chancellor / Chief Academic Officer, and led the Academic Affairs division in the Office of the

Chancellor, working with trustees, campus presidents and provosts, system wide faculty, and others in developing and implementing education policy. At CSUF, Boyum twice chaired the Academic Senate, spent ten years as a statewide Academic Senator, chaired the Division of Politics, Administration & Justice between 1996 and 1999, and served as Associate Vice President for Academic Programs from 2000-2004. He won the CSUF Outstanding Professor Award in 1994.



# CALIFORNIA STATE UNIVERSITY FULLERTON

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## Dealing With Furlough

*Ed Trotter and Jonathan Taylor*

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### Overview

All of us at CSUF are concerned about the impact of furloughs on our professional and personal lives this year and perhaps beyond. The furloughs impact our campus in many ways. Some staff, faculty and administrators are finding themselves in personal financial difficulty. In some cases this is leading to people being unable to afford to continue to work at CSUF. We have lost good people already. Students are also going to be affected as faculty cut classes and workload, and staff and administrators take scheduled furlough days. Combined with fee hikes, enrollment limits, and other consequences of budget cuts, this may delay student progress to graduation. In addition, the stigma of being a University requiring employees to take furloughs is likely to reduce our success in hiring for years to come. The overall perception of the Cal State system, including our campus, could suffer.

We must take time to assure there is in place a process of eliciting ideas about how to mitigate the effects of our budgetary challenges. It is absolutely no one's intent that we will do the same amount of work in fewer hours. We will simply have to lower some of our expectations.

A university is a complex institution with a wide variety of responsibilities of faculty and staff, who often work under myriad conditions and expectations. It is important that we take into account the variety of conditions and expectations because economic uncertainty can lead to an even greater level of stress than would otherwise be the case. Naturally, there will be misunderstandings as one group of employees sees another receiving different treatment, even though that difference is qualitative, not quantitative.

Some examples:

Faculty may perceive that they are working the same hours with less pay.

Other staff see administrators with large salaries not having to suffer as much.

Some staff see faculty as getting what appear to be special benefits such as travel, unsupervised hours, etc.

Public safety personnel will not be placed on furlough.

And, some on campus may see the trades as being able to earn overtime while others aren't.

But, rather than focusing on making sure that the pain of furloughs is spread evenly, it will be imperative for the university community to come together to support one another's differing missions.

### What can we do?

For starters, a higher volume of clear communication is required. While communication most often starts at the top, for it to be meaningful, it must go in several directions, up and down and laterally. Needed information does not always follow administrative structures.

An August focus group with staff in Academic Affairs revealed those concerns. A follow-up just recently indicated that while the intent of lowering the workload was sincere, in actual fact furloughs may be contributing to an increase in work because of the necessary staff work associated with both the completion of forms and the increased student traffic in offices because of faculty absences.

Similarly, the Academic Senate wants to make sure that there is transparency and clarity in communication with the faculty on furloughs, budget cuts, and related issues. There was unanimous concern for better communication in these uncertain times. It must take place at all levels.

Now, remember, communication has both cognitive and affective components. It is not sufficient to just put out black and white cognitive information such as the specified furlough days, who will staff essential offices that will remain open on those days, etc. Administration needs to solicit faculty and staff input, demonstrating the importance of a collaborative process in decision-making.

How can we make a difference? For starters, as much as it seems corny, we all should attempt to maintain an overall positive attitude. Our students, staff, and colleagues all look to us for guidance and focus. We must realize that this situation poses challenges for everyone, and not become overly focused on our own difficulties. At the same time, we need to be compassionate since this situation is going to cause very real pain and suffering to many. But we can't let the exigencies of today endanger the working environment of tomorrow. We need to focus on the future. Budget crises have a way of making any institution focus much more strongly on

what its core values and responsibilities are and how to assure they are satisfied.

Let us keep in mind: the furlough is a fact and it's not going away this year. There's no gain in rehashing old news. Our concern is how best to handle a trying circumstance, not the perceived cause of the circumstance itself. We have little power to effect the underlying causes of the furlough: California's dysfunctional constitution for example, though we should pressure our representatives and lobby for increased funding, stressing the importance the CSU plays in the future of California's economy and civil society.

What then can be done? What follows is a rather idealistic discussion. Despite the fact that many of these goals lie outside the power of those of us who work at this institution, it is useful to consider how furloughs should actually be dealt with in an ideal sense.

The first challenge we face is financial hardship. From a faculty perspective, this could best be remedied by increasing intersession and summer teaching availability as much as possible to help make up extra pay. Down the road, as a new contract is negotiated, it would be in the best interest of the CSUs to lobby the Chancellor's office to restore pay levels to where they currently should be if our prior negotiated raises had been honored, as the next contract is written. Future pay raises also should be delinked from the State budget to ensure financial security.

Faculty retention is going to be a serious problem. While there is no guaranteed solution to this, some helpful measures would include granting more assigned time for faculty with active research programs or those involved heavily in service activity. Increasing the amounts and number of intramural grant opportunities would also help.

Faculty morale is one of the hardest things to fix during and after the current crisis, but the various steps outlined above to ease financial hardship and improve retention would do much to restore morale. Further steps include communicating to the faculty that reduced workload is a part of the furlough program, and demonstrating flexibility with the RTP process.

CSUF itself is also challenged by the very nature of furloughs. Our reputation is likely to suffer. There are steps that can be taken to improve the quality and reputation of the institution however. These include attempting to retain as many junior faculty as possible, increased searches in 2 or 3 years to make up for shortfall more assigned time for faculty research and service, pushing for increased external funding, and in the long term at-

tempting to reduce the average teaching load for all faculty.

Sometimes omitted from this discussion is the recognition of the impacts that furloughs have on students. Some suggestions to alleviate student impacts include increasing intersession and summer offerings targeted at facilitating graduation, having the Colleges take a close look at departmental offerings for the purpose of ensuring that they reflect

student needs for timely graduation, and making sure that when faculty reduce course meeting times or workload that courses still maintain their learning objectives.

Taking these steps will certainly help make a very tough situation easier for us

all.

**"The most revealing opportunities to observe and assess department function are during times of challenge, not when the department is 'at rest'."**



**Ed Trotter** is Acting Associate Vice President, Undergraduate Programs. A professor and former chair of the Department of Communications, he joined the campus in 1975. He chaired the Senate in 1982-83 and has served on virtually all Senate committees in his career at CSUF.

**Dr. Jonathan Taylor** has been an Associate Professor in the Geography department since 2001. He is a member of the Academic Senate and serves as an At-Large Member of the Senate Executive Committee.





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### **Faculty, Staff, and Student Responses to CSU Budget Cuts**

In late July, the CSU Board of Trustees adopted a strategy to deal with a budget shortfall of \$584 million (relative to the state budget enacted in January), or nearly 20% of the CSU budget. To give a perspective on the size of this cut, it is equivalent to the combined operating budgets of CSU Sacramento and Long Beach. Given that many students had already been admitted to campuses for several months, options for managing such a large cut were limited. Enrollment reductions, student fee increases, and employee furloughs were implemented.

Employee furloughs at CSU Fullerton produced \$17.7 million in savings this year, which saved hundreds of class sections for students. Student fees were increased by 30% on short notice. Summer 2009 enrollment was cut by 38%, and admissions for fall 2009 were reduced by 1,200 students. Undergraduate admissions in spring 2010 were closed, keeping out approximately 2,000 students. State-supported summer session has been eliminated for 2010. We have been directed to cut another 3,000 students next year.

The numbers do not tell the whole story, however. The following articles and video describe how students, staff, and faculty responded to this unprecedented circumstance.

### **BUDGET CUT IMPACTS**

When I accepted my position two years ago here at Cal State Fullerton, I did so knowing that I would be making less money than I am capable of making in industry or even self employed, but the benefits and the retirement were compensatory for the loss of income I would incur.

The impact of the budget cuts is that there is more work and less pay and less time in which to produce the work. I am now wondering if the benefits and the retirement still compensate for the reduction. I know that staff members who have time vested will most likely need to stay on, but considering I've only been employed with the state for two years, I am left wondering if there is enough compensation for me to remain.

Along with everyone else, in addition to no raises in the two years that I've been here, I also have taken the 10.7% pay reduction (thanks to the mandatory furlough situation). Meanwhile, expenses continue to increase. My rent just went up 6%. Groceries continue to cost more, and utility costs are increasing. These things hit hard. I am behind on my property taxes.

I very much enjoy the people that I work with and the atmosphere of the University. However, I must consider that even the local school districts are paying more than \$1,000 over what I make in my position here at Cal State Fullerton (and that is the low end of their pay scale).

I normally am not a complainer and prefer to laugh and look at the bright side of situations. However, I, along with so many other State Employees, am feeling the blow. I am working very hard for minimally above federal poverty level pay. This is unacceptable. I have been told that in other countries, such as Italy, people work so that they can live. Here we are living so that we can work. Our entire lives centered around our work and on doing a good job at what we do, and for what? What is the compensation? That I can live barely above poverty level? The pay-off is not acceptable for the stress and hardship. I would rather sell my California property and buy property in some small rural town and farm. At least then my hard work would be for a purpose.

I am left to wonder if moving out of the state would be a smarter move for a person in my situation. The cost of living is steadily increasing in California while the rate of pay is declining. This is a very bad combination and it will hit the poorest Californians the hardest. It is a sad day and a sad-denying chain of thought for this born and raised California girl.

-Robin Rawal

Assistant to the Dean

College of Engineering & Computer Science  
California State University, Fullerton

### **WHEN IS MY JOB GOING TO FEEL SECURE?**

I have been terribly affected by the furlough, budget cuts, and campus changes. First I have had to live with the insecurity of a job loss, less pay, and most importantly student dissatisfaction. Students expect instructors to be available outside of class and furloughs interfere with instructors being available for their students. I have very large classes making students feel like a number rather than an individual. The classrooms are in disrepair with broken chairs and badly stained carpets. In some buildings the bathrooms are unsanitary! All of this is a constant reminder that our students are not the priority. I may have to file for bankruptcy if my loan modification is not approved and I feel like such an uneducated consumer. Four years ago I was led to believe that the real estate market was my investment, so I took the opportunity to refinance and invest in another property. Unfortunately, the market crashed and my home is no longer worth what it was. Now I am stuck because I cannot refinance, modify or sell. The future looks so gloomy.

- Anonymous



### GETTING BACK TO REAL LIFE

From the beginning, I want to say “Thank you, Lord, I have a job.” In spite of hard times, there are others in this state, country and world who have it far worse. In these down times, I’ve come to realize that in living the “better life,” I had lost site of the real life.

When I heard of the more than a 9% pay cut, my mind whirled. *What can I do? Where can I get that extra money?* Because of some previous financial decisions and some outside income gone South, I already was on the edge.

My first point of attack was to look at the house. There were things plugged in and not used but “hot”—chargers, TVs, lights, a toaster, etc. Edison says these cost an average \$1.64 a month just for convenience. Gone! I either unplugged or added power strips around the house. That was an easy \$10 a month. I also cut my pool filter from 8 hours a day to 4 hours a day without consequences. That saved \$35 a month. And, instead of mindlessly running the air conditioning 24/7, the house is opened up night and morning and the air run only when temperatures are unbearable. Savings have been approximately \$150 a month.

Next, I looked at gasoline consumption. There were numerous quick trips to the grocery store throughout the week, more than often visits to my kids’ places in Palmdale and Paso Robles, and eight miles roundtrip between home and work. Gone! I found out that the bus is free with my Titan card so have opted to take it to work sometimes. Now, it’s one weekly trip down Tustin Boulevard with a list to hit all the grocery store specials. And, I go to the kids when there is enough gas in the tank not to go over my *new* monthly allotment; we’ve taken up the lost art of writing. On average, these changes have saved about \$100 a month in gas.

Third, I decided to make use of the two extra bedrooms in my house and rented them out. Each person pays about half of what a small apartment in Orange would cost, and they get full use of the house and pool. Expenses went up, obviously, but it still means some extra. And the benefits of having other people around rather than living alone are marvelous.

Finally, after I discussed the ramifications with my accountant and my son-in-law, I decided to sell a mountain rental that sat vacant. I realized that in this economy, the mountains, specifically Running Springs, are not a sustainable place for many people. This was a tough decision because it meant walking away from my down payment since I ultimately sold the house for \$5000 less than the purchase price. But I was out from under the \$900 monthly expense; the stress of it is gone! I am thankful of the reminder that “real” life is about relationships, the environment, and peace.

- Pamela Caldwell, Communications

### IT’S A BAD BUDGET YEAR

The trickling down of greed and politics from our elected officials has led to furlough days for staff and faculty. The low to middle income families are especially hard hit, as is typical.

The month that the furloughs began, Cal State Fullerton also notified us of a 10% cut in pay. At the same time, I received a notice from my homeowner’s association saying that my monthly homeowner fees were going up 15%. Each month has been a struggle, and raises for state employees have been few and far between. Why? The standard answer is; “It’s a bad budget year”. Well, it’s been a bad budget year for decades it seems. With the furlough and subsequent cut in pay, it is really going to be a struggle. For the first time, I am really scared of losing my home and everything I have.

When I began working as a state employee over 20 years ago, I never thought in my wildest dreams that I would be faced with a job that wouldn’t let me pay my bills and make me feel insecure about potential job loss. It is ridiculous that we got to this point, and even more so that the issue continues to worsen. When will it end? You can no longer put in a hard day’s work and be rewarded fairly for a job well done. Maybe if management rewarded its employees in other ways, such as allowing telecommuting or flexibility in hours, etc., it would make the blow to our monthly paychecks a little easier to bare. Unfortunately, this is not the case.

As the wealthy get wealthier, the gap between the low/middle income and the wealthy continues to widen. Students are left out in the cold to come up with more tuition money and fight for the few classes available and therefore take much longer to graduate. An education is the key to rise out of poverty. What part of this do our elected officials not understand? If California can’t provide a decently priced education, this country will plunge into even worse trouble. Vote out your elected officials! Let’s get a fresh batch that can possibly salvage what is left of California and its economy, and give its residents hope for a brighter future.

- Anonymous

### The Budget Cut Impact

#### *My Personal Story*

Upon hearing that there would be budget cuts for all CSUF employees, I immediately went to Payroll to revise my deductions so that instead of having a fairly good-size tax return in February, I would get a little more in my monthly paycheck. Now, I am left wondering if this will be the first time I will need to pay taxes, instead of getting money back. Only time will tell.

I have gone through my expenditures. To reduce my telephone, cable, and Internet bills Time

Warner arranged to combine them, in what they call a "bundle" resulting in an approximate savings of \$40 a month. I am also looking into changing my auto/home insurance to a company who gave me a lower quote for my cars and condo insurance. I haven't done this yet, but am close to finalizing the change.

I called my credit card companies and asked for a lower interest rate, indicating to them that I was a California state employee affected by furloughs and pay cuts. Chase Bank was wonderful and offered me their "Assist" program, reducing my interest rate from a rate above 20%, to only 8% locked in for a year. Unfortunately, my other credit card company, Capital One, was unwilling to do anything to lower my interest or payments, despite what Chase had done for me.

Although the above changes have helped to "soften" the blow, I am still coming up short each month. Furthermore, the budget cuts have changed my lifestyle. I eat out and drive my car less, and I don't shop in stores unless I have a real purpose and money to spend. I have cut back on entertainment and no longer attend the opera with a friend, which I truly miss. Also, my grocery shopping has changed, as I am purchasing fewer food items to get by on than before the budget cuts. Moreover, I am not stocking up on good buys like toothpaste, soap, etc. Now, when I need toothpaste I go out and buy one tube and use it down to the last squeeze!

These days, when I get together with colleagues the conversation turns to how we are each getting by with less and how we are handling our work load on two fewer days a month. We are deeply concerned that the budget cuts have impacted our work and duties, thus creating more stress. Furthermore, we hate seeing the students so stressed and unable to get the classes they need to graduate. The added stress at home and at work can't be good for CSUF employees or students and could create a major problem down the road. Morale is low and we've only begun; I fear the worst is yet to come. Again, only time will tell...

- Suzanne Tappe,  
Admin. Coordinator.

### Who's Getting Cut?

Approximately 5 years ago when I moved to La Verne I thought it would be the last time I would ever have to move. My apartment was a modest home. One year ago my 27 year old daughter residing in San Diego lived with me weekdays while she attended nursing school very close to my home. However, as furloughs began, I was no longer able to afford my rent and had to move in with my brother, displacing my daughter in the process. This furlough has affected not just me, but three families. I am eternally grateful that my brother has

room for me until April, but after that date, I have no idea where I will live. It is unlikely I will have a first, last, and security deposit to move into a place of my own.

When the furloughs initially were implemented, I sent an email to President Gordon and to Chancellor Reed, asking them if the top executives of the 23 CSU's were being financially affected like, staff members. I learned from visiting the CSU website [http://www.calstate.edu/exec\\_comp/](http://www.calstate.edu/exec_comp/) that, on top of the 23 president's \$6,406,889 base salary and the CSU's executive's \$1,377,446 base salary, many receive a \$50,000/year housing stipend; some receive 100% of their housing. Their housing stipends alone exceed my annual salary. While deserving of these high wages and perks, it is disheartening when an employee and alumni of the CSU (class of 1999, Phi Kappa Phi, Golden Key, Outstanding Senior - Human Services Dept. class of 1999) cannot afford to rent a \$1,000/month apartment. I am still wondering if these top executives took a cut in pay or sacrificed their housing perks during these difficult times.

- Mimi Lawson  
Senior Program Coordinator  
CSUF, University Extended Education

**\*Editor's note: All CSU employees, including executives, had a 10% pay cut to their salaries.**

### More Money, Less Services

My name is Sharon and I work in Women's Studies. The impact of the budget cuts has affected me at work and at home.

At work, our program was cut short by at least six courses which have caused great strain for students who are either trying to graduate on time next year, or who need our courses to fulfill a requirement.

The budget cuts have eliminated scheduled Women's Studies courses. For example, three of our Women's Studies classes were full and closed but later cancelled due to the budget. Furthermore, many students had already bought books for the cancelled classes. As a student I can completely empathize with their frustrations; I hear their complaints regularly by telephone, office visit, or by e-mail.

At home, I am a wife and a mother of four children (a college student, a senior and junior in high school, and a six grader) who have necessities. All of my children play sports, and this puts a strain on my family financially. Our greatest concern is our senior who will go off to college soon. We wonder how we will be able to purchase the yearbook, prom necessities, pictures, SAT fees, ACT fees, college application fees, etc. Moreover,

all these expenditures will be repeated a third time for the junior in high school next year. The worst thing is we have to tell our children that we can't afford things now, and that is so difficult to say to a child!

Before the budget cuts began, I had money left over after the bills were paid to help buy food and clothing. Now, the weight is put completely on my husband. Furthermore, we have had to get an extension on some of our bills because we can't pay them until he gets his following paycheck. We need the money right now to buy food, and that is often difficult with the skyrocketing prices of food.

If there is a positive note about furloughs it is being able to spend time with my family. This is important to me, and I can make necessary appointments. However, I do not like losing money by not getting paid for a day off!!

- Sharon, Woman Studies

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**Furloughs Hurt Everyone!**

<http://www.youtube.com/watch?v=tFWfDZHOfCO>

Click on the link above to view video clips illustrating the impact of the furloughs and budget cuts on California State University, Fullerton's faculty, staff, and students.

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