



**CALIFORNIA STATE UNIVERSITY, STANISLAUS**  
801 West Monte Vista Avenue • Turlock, CA 95380

**DATE: 1 SEPTEMBER 1993**

**TO: All Members of the University Community**

**FROM: Tactical Innovations Committee (TIC)**

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A handwritten signature in black ink, appearing to read 'RJM', written over the name 'R.J. Moriconi, Chairperson'.

**SUBJECT: TIC Preliminary Report**

In the early part of last year's spring term, the Tactical Innovations Committee (TIC) was selected by the Senate Executive Committee, in consultation with President Kerschner, to serve as an ad hoc committee of the Academic Senate. The charge to the Committee was to develop recommendations that might help the University achieve greater efficiency in the use of all of its resources, while preserving the integrity of the University's mission. The Committee's scope was not limited to academic issues. It was expected that Committee recommendations would address the administrative and support functions, as well as the instructional services of the campus.

The principal task of the Committee was to assess options for organizational restructuring, for academic calendar configuration, and for improving the cost-efficiency of the University's academic, administrative, and support units in response to a severe state budget crisis that is projected to affect 1994-95 and thereafter. The Committee was directed to submit its findings and recommendations to the Academic Senate where they would be reviewed and deliberated. Specific recommendations would then be generated by the Senate and forwarded to the President.

The following basic operational assumptions, criteria, and goals have guided the work of the Committee:

- Maintain or increase enrollment (FTES)
- Avoid lay-offs in all areas of the University
- Avoid recommendations that focus on curricular changes since such changes are subject to the regular faculty review process
- Disseminate information to the campus community
- Be accurate and credible

To achieve our goals, we decided that it was necessary for us to become intimately acquainted with the University budget and related budgeting processes. Developing such an acquaintance has been a very complex endeavor, but it has also been very informative, instructive, and (as you might expect if you have been on this campus for even a few years) somewhat frustrating. We also obtained information from comparable CSU institutions -- Bakersfield, Dominguez Hills, Humboldt, Sonoma, and San Bernardino -- to see what they were doing in response to the budget crisis.

We have carefully examined the significant detailed data which relate to the budget crisis. We have scrutinized the responses to the budget shortfalls offered by faculty and administrative committees who identified and shared with the Academic Senate a number of planning parameters and related scenarios for forthcoming academic years, each of which projects a deficit.

Our work has been lengthy and in-depth, always seeming to be made less rapid than we'd like by our need for even more budget and organizational information. It is worthy of note that the Committee was always accorded a great deal of cooperation and help by all units on campus every time that we requested data and asked for clear, specific answers to our questions.

The Committee has dealt with a number of issues and concerns regarding CSU, Stanislaus, many of which were conveyed in the written statements sent to the Committee by faculty, staff, students, and administrators:

- The 1992-93 budget
- The budget cut for 1993-94
- May, 1993-94 revised state budget
- Student fee increase for 1993-94 and thereafter
- Fixed vs. expandable revenue
- Budget supplement for 1993-94 (one-time monies) not available in the future (1994-95+)
- Projected budget cut for 1993-94, with and without increase in student fees
- Residual effects on the 1994-95 budget
- Teaching overloads in 1992-93 in relation to 1993-94 and 1994-95+
- Support staff workloads since 1990-91 to the present
- Current structure/organization of all major segments of the campus
- Salary costs related to current structure/organization
- Sources, distribution, and use of monies by segments of the campus
- Permanent and temporary red-circling of employee salaries
- Campus-wide conservation efforts regarding heating, air conditioning, water use, classroom utilization, and the like
- A widespread campus sentiment that current University structures have many problems, such as these:
  - > overly large College of Arts, Letters, and Sciences whose size results in inefficiency of operation and management; such a large size makes curricular changes very difficult, if not impossible
  - > uneven distribution of faculty, students, and administrative staff among the college and two schools
  - > lack of academic collaboration among related disciplines
  - > two schools which, in comparison to the college, are very small; yet each has a full-time dean and accompanying support personnel responsible for fewer disciplines, students, faculty, and staff
  - > upper- and mid-level management and executive personnel who seldom provide direct service to students
  - > frequent unavailability of many administrative personnel at times when needed by students, faculty, and staff
  - > administrative personnel who appear to spend extensive amounts of time in meetings talking to one another and their superiors rather than working directly with students, faculty, and staff
  - > an administrative/management bureaucracy often characterized by inefficiency at higher levels; as a result, assistant positions have been created to get actual work done, at unnecessary and high cost to the University
  - > make-work positions to keep some people employed

Over the course of our efforts, we have accumulated and studied more than 35 different documents related to budget, staffing, organization, and restructuring -- including many suggestions submitted by administrative, faculty, and staff members, as well as students. We were thorough in our review of suggestions and models submitted for restructuring the campus. We analyzed the data and, having reached a consensus, developed a synthesis. Finally we formulated our plans for reorganization and constructed our recommendations.

By way of the attached preliminary report, we now share our findings and recommendations with the entire University community. We believe that our recommendations will result in both short- and long-range cost savings to the University -- especially long-range. We also believe that there will be increased efficiency and effectiveness of operation to the benefit of all members of the University community, particularly in light of the grouping of related disciplines in the academic segment of the campus.

The preliminary report is divided into three main parts, not including this cover memo:

1. Executive Summary -- a list of changes in structure for each of the four segments of the University, along with related cost savings:
  - A. Office of the President
  - B. Office of the Vice President for Administration
  - CI. Office of the Provost/Vice President for Academic Affairs
  - CII. Academic Structure
  - D. Office of the Vice President for Student Affairs
2. Explanatory text and rationale related to the recommended changes
3. Organizational charts, reflective of the changed structures, for each of the four segments of the University

Each of you is encouraged to send written comments to any of the members of the Committee. You are also invited to offer remarks at TIC forums which are scheduled as follows:

September 22 (Wednesday)..... 2:00 - 4:00 P.M. .... North Dining Room  
September 23 (Thursday) ..... 2:00 - 4:00 P.M. .... North Dining Room

Shortly after the forums have been held, the Committee will compose its final report, based on written responses and feedback from the forums and other sources. It will be sent to the Academic Senate by October 5, 1993.

Note: The Committee will soon review other cost-savings proposals such as campus-wide conservation efforts. Also, the committee will take up the issue of the academic calendar (i.e., winter term) in the near future.

RJM/bap

## **TIC Preliminary Report**

### **EXECUTIVE SUMMARY Recommended Changes**

#### **A. OFFICE OF THE PRESIDENT**

**Cost savings: Approx. \$91,388 - \$111,128**

- Combine the Deputy to the President (Administrator II) and Staff Assistant to the President (Administrator II) into one position: Staff, Special, or Executive Assistant to the President (Administrator III).
- Office of University Advancement to report directly to the President.
- Office of Director of Athletics to report directly to the President, with all matters affecting fund raising to be coordinated with the Executive Director for University Advancement.
- Office of Public Affairs to report directly to the Executive Director of University Advancement.
- Office of Public Affairs to manage and maintain the master schedule for use of campus facilities for special events.
- Office of Community and Minority Affairs to report directly to the Executive Director of University Advancement.
- Separate the Office of the Assistant to the President for Affirmative Action from Human Resources; the office to report directly to the President.
- Office of the Assistant to the President for Affirmative Action is responsible for addressing complaints of ethnic and racial disharmony among students, working directly with appropriate student affairs administrators.
- The University adopt a policy which eliminates the current and historical practice of red-circling salaries of employees who are demoted or reassigned to less responsible positions.

#### **B. OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION**

**Cost savings: Approx. \$51,420**

- Change the title for this office from Executive Vice President to Vice President for Administration.
- Office of Information Technology to report directly to the Vice President for Administration.
- All campus budget functions to move into the University Budget Office and report directly to the Vice President for Administration, with a budget analyst assigned to each of the four main organizational units of the campus: president's office, administration, academic affairs, and student affairs.
- Change the title for the Office of Administrative Services to Office of Fiscal Affairs, the office to be headed by the Director of Fiscal Affairs/Assistant to the Vice President for Administration.
- Move Receiving and Stores operations from Facilities Planning and Operations to the Office of Fiscal Affairs.
- Office of Public Safety to report directly to the Vice President for Administration.
- Eliminate the Office of Foundation Director and transfer management of the Foundation directly to the Vice President for Administration.
- Re-establish the Office of Human Resources, separate from any other offices; to be responsible for staff (non-faculty) human resources and employee relations matters and report directly to the Vice President for Administration.

### **C. OFFICE OF THE PROVOST / VICE PRESIDENT FOR ACADEMIC AFFAIRS**

**Cost savings: Approx. \$185,000**

- Vest faculty collective bargaining contract administration with the Provost/Vice President for Academic Affairs with the function to be handled by a confidential employee in that office.
- An academic affairs budget analyst, assigned by the University Budget Office (see prior section), to work directly with the Provost/Vice President for Academic Affairs, with academic budgetary administration, dissemination, and decision making to be vested with the Provost/Vice President for Academic Affairs.
- Office of Academic Personnel to report directly to the Provost/Vice President for Academic Affairs.
- Transfer staff human resources and employee relations from the jurisdiction of the P/VPAA to the jurisdiction of the Office of the Vice President for Administration (i.e., the Office of Human Resources).
- Vest the function of ex-officio member of the Faculty Development Committee with the Associate Vice President for Academic Affairs.
- Vest functions related to faculty workload, academic master curriculum, curriculum design and development, new programs and concentrations, and academic master scheduling with the Associate Vice President for Academic Affairs.
- Eliminate the Office of Associate Vice President for Academic Resources and Faculty and Staff Relations.
- Eliminate the Office of Associate Dean College of Arts, Letters, and Sciences.
- Office of Regional and Continuing Education to continue to be headed by a director, not a dean.
- Office of the Stockton Center to continue to be headed by a director, not a dean.
- Organize the academic segment of the campus into three colleges, each with its own full-time dean, departments, and related management and support staffs; the purpose is to achieve a relatively equitable distribution of disciplines, students, faculty, and staff, with areas of study grouped to enhance curricular and programmatic relationships and outcomes. (For related statistical data, see the appendix.)
  - College of Arts, Letters, and Applied Sciences
  - College of Business and Public Policy
  - College of Education, Social, and Behavioral Sciences

### **D. OFFICE OF THE VICE PRESIDENT FOR STUDENT AFFAIRS**

**Cost savings: \$ 0**

- Change the title for this office from Vice Provost for Student Affairs and Dean of Students to Office of Vice President for Student Affairs; the Office to report directly to the President, not the Provost/Vice President for Academic Affairs.
- Office of University Catalog and Class/Facilities Scheduling to report directly to the Senior Director for Enrollment Services and to coordinate with the Office of Associate Vice President for Academic Affairs.
- Office of Graduate Studies to report directly to the Senior Director for Enrollment Services.
- Other recent changes in the Office of the Vice President for Student Affairs to be continued.

**Total Cost Savings: Approx. \$321,808-\$347,548**

# ADMINISTRATIVE ORGANIZATION RESTRUCTURING

## A. OFFICE OF THE PRESIDENT

### A1. RECOMMENDATION:

Combine the older established position of DEPUTY OF THE PRESIDENT-Administrator II and newly established position of STAFF ASSISTANT TO THE PRESIDENT-Administrator II into one position, **Staff, Special or Executive Assistant to the President - Administrator III.**

### RATIONALE:

Implementation of the recommendation will thus save a minimum of \$41,388 to a maximum of \$61,128 depending on the level of the position. The Classification and Qualifications Standards (CQS), as promulgated by the Office of the Trustees and Chancellor of the CSU, established the classifications for assistants to campus presidents which require the same specific minimum qualifications that are required of faculty (e.g. terminal degree or equivalency) and also set forth broad based duties and responsibilities. In addition, the CQS, pursuant to FSA(Faculty Staff Affairs)-78-66, established the salary for the three levels of Assistant to the President at the salary levels established for the Professor, Associate Professor, and Assistant Professor.

The positions are currently being compensated at \$60,672 for the Deputy, and \$50,988 for the Staff Assistant for a combined total of \$111,660. The salary schedules for the position of Assistant to the President correspond to the salary schedules for a \*12-month faculty position; each position has three levels:

	<u>SALARY FOR THE ASST TO THE PRES</u>	<u>SAVINGS FROM CURRENT 2 POSITIONS</u>
Staff Assistant/Assistant Professor	\$50,532	\$61,128
Special Assistant/Associate Professor	\$63,948	\$47,712
Executive Assistant/Professor	\$70,272	\$41,388

\*The 12-month faculty salaries represent the top step in each rank.

### A2. RECOMMENDATION:

The OFFICE OF UNIVERSITY ADVANCEMENT shall report directly to the Office of the President.

### RATIONALE:

The thrust of this office is local, state, and national; and it benefits the University at large in its fund raising and endowment responsibilities. The effective business, social, and economic ventures, which are vital to the success of this office, require the direct communication with and involvement of the President.

**A3. RECOMMENDATION:**

The OFFICE OF PUBLIC AFFAIRS shall report to the Executive Director of University Advancement.

**RATIONALE:**

The Office of Public Affairs provides for the dissemination of a variety of news items and other significant information for all segments of the University. In addition, this office publishes the "Stanislaus" (formerly the "Graduate"), "Campus Digest", conducts news/press interviews, and interfaces with the media. This office is the primary and central office for public access to the University and dissemination of public information about the University to the media, business and industry, and the community at large.

The primary purpose of this office is to enhance and advance the positive image of the campus. This is accomplished via effective communications with the media, alumni, business and industry, and the community at large. The underlying thrust of this office is closely associated with that of University Advancement, and its day to day operations would work in conjunction with and be supervised by that office which it more closely parallels. The Office of the President would be relieved of its direct supervisory tasks relative to the Office of Public Affairs.

**A4. RECOMMENDATION:**

The OFFICE OF COMMUNITY AND MINORITY AFFAIRS shall report to the Executive Director of University Advancement.

**RATIONALE:**

The purpose of this office and, more importantly, what the incumbent personally contributes to this office, are enhancement and advancement of the University's mission and image within the surrounding communities--specifically, the minority communities.

The thrust of this office is also local, state, and national; and it benefits the University at large by establishing invaluable political ties at all levels. In addition, professional and academic community forums are created by this office, and related funds which benefit the campus are generated and acquired by the efforts of this office. The effective business, social, professional, and economic ventures, which are vital to the success of this office, are related to the mission, responsibilities, and goals of the Office of University Advancement, and should, therefore, be placed in a direct reporting function, thus relieving the Office of the President of its direct supervisory tasks.

**A5. RECOMMENDATION:**

The OFFICE OF THE ASSISTANT TO THE PRESIDENT FOR AFFIRMATIVE ACTION shall be an office separate and apart from Human Resources and shall report directly to the Office of the President.

**RATIONALE:**

The issues of ethnic diversity, discrimination, equal employment opportunity, sexual harassment, and affirmative action are extremely important, complex sometimes volatile, and require specialized expertise and attention.

During the last three years federal public laws related to the disabled and civil rights have been passed which have affected the manner in which we address issues concerning race, gender, and the physically challenged. In addition, the single most prominent issue affecting the work place today and in the immediate-to-long-range future is that of sexual harassment. Individuals responsible for the delivery of affirmative action compliance and services for their respective employers are striving to educate, first themselves, and, subsequently, their employers and staffs on the legal aspects of sexual harassment and preventive maintenance.

The Assistant to the President for Affirmative Action (APAA) must be well trained, knowledgeable, and current on the legal and social issues in these areas in order to advise the President adequately, counsel responsible administrators, and educate the campus community. Issues affecting the employee's right to privacy, the employer's duty to provide a work place free from discrimination and harassment, non-discrimination in recruitment and selection, and the avoidance of financial liability on behalf of the University for failing to adhere to the requisite policies, procedures, and principles are of vital importance which need to be addressed by an office with full-time devotion to these and related issues.

The Office of APAA must also be in a position to avoid any conflict of interest in its responsibility for assuring that personnel policies and procedures for faculty, staff, and administration do not conflict with affirmative action guidelines. Recruitment, selection, promotions, reclassifications, layoffs, job restructuring, performance evaluations, and leaves are all personnel issues and collective bargaining issues administered by the Human Resources department. They are also potential affirmative action issues. The APAA must avoid even the appearance of conflict of interest in order to advise properly, address, and take corrective action where appropriate. Individuals seeking affirmative action redress on personnel decisions must be confident and assured that an office separate and apart from the office responsible for the administration of the challenged policies and procedures can and will, independently, address their concerns.

As a newly added duty, the APAA will be responsible for addressing complaints of ethnic and racial disharmony among students. This office will work directly with the appropriate administrators in Student Affairs in efforts to combat and resolve conflicts between and among students where such issues are ethnically based.

**A6. RECOMMENDATION:**

California State University, Stanislaus shall adopt a policy which eliminates the current and historical practice of red-circling salaries of employees who are demoted or reassigned to less responsible positions within the University.

**RATIONALE:**

Savings of \$50,000+ will be realized. The current and historical University practice of paying demoted or reassigned employees at their former (higher) salaries for indefinite periods of time costs the University thousands of dollars each year. The Committee thus recommends that the University adopt a retroactive "salary adjustment" policy, which includes an adjustment period not to exceed one calendar year for all reassigned employees.

**B. VICE PRESIDENT FOR ADMINISTRATION****B1. RECOMMENDATION:**

Change the title of the Executive Vice President's position to VICE PRESIDENT FOR ADMINISTRATION.

**RATIONALE:**

Vice President for Administration better describes the position and brings the title of the office in line with the other two vice presidential positions.

**B2. RECOMMENDATION:**

Move all campus budget functions into the University Budget Office which reports to the Vice President for Administration. Reorganize the University Budget Office by assigning a budget analyst to each of the four main organizational divisions of the campus: president's office, administration, academic affairs, and student affairs.

**RATIONALE:**

Currently, academic affairs has its own budget office which administers the academic affairs budget. This office prepares the academic affairs budget and sends it to the University Budget Office. The University Budget Office ensures the academic affairs budget is in balance and records it on the University financial records. There is considerable duplication of effort between the two offices; the current structure requires constant communication back and forth asking for corrections and changes. Assigning an individual from the University Budget Office who is familiar with all current regulations regarding the budget process to handle the academic affairs budget will help to eliminate duplication of effort and make the entire budget process more efficient. This same principle applies to all of the major divisions of the campus.

This change in structure will produce cost savings by eliminating work duplication and by helping to make possible the elimination of an additional administrative layer dealing with the campus budget (see Recommendation CI-4). It also provides the President and Vice Presidents with a direct link to the office responsible for the overall campus budget.

**B3. RECOMMENDATION:**

Transfer Receiving and the Stores operation from Facilities Planning and Operations to Administrative Services. Change the name of Administrative Services to FISCAL AFFAIRS and the director's title to Director of Fiscal Affairs.  
**RATIONALE:**

Receiving is an integral part of the purchasing cycle. Purchasing is responsible for ordering goods for campus departments. Receiving receives the goods, ensures the vendor shipped the correct items, and delivers them to campus departments. Accounts payable pays the vendor invoice when the goods are accepted by campus departments. To enhance communication and promote effective and efficient service, these areas should report to the same director. In addition, receiving is governed by many state laws and regulations. The Purchasing Office deals with these rules on a daily basis and is much more familiar with them than physical plant personnel.

Two years ago the campus initiated a stockless stores program through Boise Cascade. Three departments are involved in managing this program. Purchasing processes office supply orders through Boise whenever possible. Receiving inputs the orders through an on-line terminal and delivers the product when received, and accounts payable pays the Boise invoice and records individual department charges. Since it is proposed that all these departments report to the Director of Fiscal Affairs, it is logical to transfer this program to the same area.

**B4. RECOMMENDATION:**

The OFFICE OF INFORMATION TECHNOLOGY (OIT) shall report to the Office of Vice President for Administration instead of the Office of the Provost/Vice President for Academic Affairs.

**RATIONALE:**

The majority of the services provided by OIT are administrative in nature; namely, all the administrative computer systems on campus including admissions and records, registration, finance, budget, purchasing, payroll attendance, and human resources information. In addition, the campus is in the process of purchasing a new computer system, including hardware and software, for the campus administrative computing needs. The expertise and coordination needed to secure and operate this system lies within the offices which report to the Vice President for Administration. This move will facilitate easier communication among these areas.

Academic computing needs will be closely coordinated with the deans and the Provost/Vice President for Academic Affairs by the Director of OIT With assistance provided by instructional computing consultants. All services presently available will continue to be available.

**B5. RECOMMENDATION:**

The OFFICE OF PUBLIC SAFETY shall report directly to the Vice President for Administration.

**RATIONALE:**

The public safety department is responsible for the safety and well being of students, faculty, and staff, as well as the security of all facilities. The Director of this department should have direct access to the Vice President for Administration when it comes to addressing safety and environmental health issues in an effective and efficient manner.

**B6. RECOMMENDATION:**

The position of FOUNDATION DIRECTOR shall be eliminated and the management of the Foundation be transferred to the Vice President for Administration. Elimination of this position will save \$51,420.

**RATIONALE:**

The Foundation is a fairly small entity which lends support to the University in its endeavors. It maintains all scholarship funds, maintains the accounting records for all our campus auxiliaries, and administers several grants, contracts, and the campus Annual Fund. The accounting functions are supervised by the Foundation Controller. The Director oversees the entire operation and reports to the Executive Vice President and the Foundation Board of Directors.

The Vice President for Administration is already very much involved with the Foundation Board of Directors and is very familiar with all Foundation issues. Transition of management functions for this entity will be easily accomplished since the Vice President is well informed about all current issues.

**B7. RECOMMENDATION:**

Separate the OFFICE OF HUMAN RESOURCES from the Academic Personnel Office; the Office of Human Resources shall report to the Vice President for Administration.

**RATIONALE:**

The Academic Personnel Office deals strictly with faculty related issues and needs to remain under the control of the Office of the Provost/Vice President for Academic Affairs. It is not expected that the academic affairs area would have the requisite expertise to deal with staff and management related personnel issues. This expertise lies with the Vice President for Administration and a Human Resources Director with a strong personnel administration background. The Vice President for Administration and the Human Resources Director must possess overall expertise in the following areas in order to carry out effectively the minimal responsibilities of the office:

1. Knowledge of the writing and interpretation of job descriptions in order to comply with the CSU classification and qualification standards
2. Knowledge of, training in, and the ability to engage in positive and constructive conflict resolution

3. Knowledge and understanding of collective bargaining in order to administer nine collective bargaining agreements with local union leaders, union business managers, and the Chancellor's Office
4. Knowledge of the Management Personnel Plan and the reconsideration process
5. Understanding of the differing criteria in promotion and reclassification of non-faculty bargaining unit personnel
6. Overall knowledge, experience, and expertise in human resources management to advise and consult properly with campus administrators on pertinent issues pursuant to past practice, current rules and regulations, potential liability, and preventive maintenance

This knowledge and expertise is becoming more important as the Faculty and Staff Relations office in the Chancellor's Office continues to decentralize and make individual campuses more responsible for their actions and decisions. It is imperative this office be managed by persons with the requisite knowledge and abilities.

## **CI. ACADEMIC AFFAIRS**

The current administrative structure of the Office of the Provost/Vice President for Academic Affairs is comprised of the following:

1. Three academic deans (one college and two schools)
2. Dean of Library Services
3. Director of Athletics
4. Director of Stockton Center
5. Director of Computing
6. Associate Vice President for Academic Affairs and Dean of Graduate Studies
7. Associate Vice President for Academic Resources and Faculty and Staff Relations
8. Vice Provost for Student Affairs and Dean of Students

This large and somewhat cumbersome structure can become more manageable, more efficient in its operation and delivery of services, and less expensive by reallocating certain duties and responsibilities and restructuring the lines of authority. The enhanced manageability and reduced cost can be achieved by restructuring in the following manner.

### **CI-1. RECOMMENDATION:**

Eliminate the position of ASSOCIATE VICE PRESIDENT FOR ACADEMIC RESOURCES AND FACULTY AND STAFF RELATIONS (AVPAR/FSR).

### **RATIONALE:**

The elimination of this position will save the University \$91,752 and will not adversely affect the delivery of services to the administration, faculty, and students. This redundant position was not created (1) to manage, supervise, or administer any

new programs, or CSU or legislative mandates or (2) to carry out any duties or responsibilities not previously administered, managed, or implemented by others.

Since January 1988, this position has evolved from Assistant Vice President for Academic Resources (Administrator III), to Assistant Vice President for Academic Resources (Administrator IV), to Associate Vice President for Academic Resources, to its current title: Associate Vice President for Academic Resources and Faculty and Staff Relations. Salary for this position has increased 39%.

This office is generally responsible for the following seven service areas:

- A. Faculty Collective Bargaining (MOU Unit 3) administration
- B. Academic Affairs budget
- C. Academic personnel
- D. Human Resources
- E. Faculty Development
- F. Faculty workload
- G. Facilities
  - 1. faculty offices
  - 2. classrooms and class schedule
  - 3. catalog

These seven functional areas are self contained, virtually independent operations which were, prior to the creation of the position AVPAR/FSR, adequately performed and/or supervised by previously existing and established offices. The seven functional independent operations will be administered in the following manner:

**CI-1A. FACULTY COLLECTIVE BARGAINING (MOU UNIT 3) CONTRACT ADMINISTRATION**

Throughout the Unit 3 contract, administrative compliance references the "appropriate administrator." Pursuant to past practices, in most pertinent areas of compliance the "appropriate administrator" is the school or college dean, and most grievances are handled at this level. In all other areas, the "appropriate administrator" is the President or his/her designee, usually the Provost/Vice President for Academic Affairs (P/VPAA). Contract (MOU) interpretation and advice for chairs and campus administrators are generally related to them by a responsible person in the office of the P/VPAA upon advice and counsel from the assigned employee relations representative from the CSU Office of the Chancellor. In most cases, this has been handled by a telephone call or FAX between our campus and the Chancellor's office. This function can be easily handled by a confidential employee in the Office of P/VPAA, with administrative responsibility vested in the P/VPAA.

**CI-1B. BUDGET**

Vest the budgetary administration, dissemination, and decision making responsibility for the academic area of the University with the Provost/Vice President for Academic Affairs. The position responsible for assisting the P/VPAA in the data gathering, analyzing, report structuring and preparation of the budget

data shall be an assigned budget analyst from the University Budget Office (see Recommendation B2).

As explained earlier under the recommended restructuring of the Budget and Fiscal Affairs components under the Vice President for Administration, budget analysts will report to the Budget Director, but each would be assigned a specific area of responsibility and have sole and direct budgetary responsibility for The Office of the President, the Office of the Vice President for Administration, the Office of the Provost/Vice President for Academic Affairs or the Office of the Vice President for Student Affairs. This structure places the P/VPAA in a direct budgetary link with all budgetary matters via the responsible fiscal management office, provides the P/VPAA with direct hands-on budget management by the assigned budget analyst, and effectively eliminates an extremely costly administrative layer in dealing with the academic budget.

#### CI-1C. ACADEMIC PERSONNEL

This long-standing, self-contained independent office is the repository for faculty personnel files and the working personnel action files for RPT. In addition, this office is responsible for the drafting and sending of appointment letters after the recruitment and selection process has ended. The recruitment process for faculty positions is normally initiated, processed, and completed at the department level with direct guidance and input from the dean. Other personnel functions such as leaves of absence, difference in pay leaves, sabbaticals, and part-time faculty recruitment and selection are also primarily handled by the departments and the Dean, with final approval by the P/VPAA. The primary thrust of this office is record keeping and processing. Supervision and administrative responsibility for the functions of this office are vested in the P/VPAA. Delegated responsibility shall be vested in the Associate Vice President for Academic Affairs (AVPAA). The elimination of the Office of the AVPAR/FSR in relation to this office will have little to no appreciable effect.

#### CI-1D. HUMAN RESOURCES

See Recommendation B7.

#### CI-1E. FACULTY DEVELOPMENT

Primary responsibility for faculty developmental training and other related events and activities is vested in the Faculty Development Committee. The functions of the AVPAR/FSR in relation to Faculty Development now consists primarily of serving as an ex-officio member of the committee and acting as liaison between the committee and the P/VPAA. This limited role can be performed by the AVPAA.

#### CI-1F. FACULTY WORKLOAD

Faculty workload and academic master curriculum were previously maintained by an administrative operations analyst (AOA) II. Upon her retirement the work was bifurcated and assigned to clerical employees in the Offices of the Associate Vice Presidents. Currently all curriculum changes, modifications, new courses, new programs, new concentrations within existing programs, and the management of

academic master scheduling are handled by the office of the Associate Vice President for Academic Affairs (AVPAA). In order to improve efficiency, all of the functions that are currently bifurcated can be vested in the office of the AVPAA. The responsible staff employee will work in conjunction with the Coordinator of Class/Facility Scheduling and Catalog.

**CI-1G. CATALOG, SCHEDULE OF CLASSES, and FACILITIES (Classrooms, faculty offices, and events)**

1. University catalog, schedule of classes, and classroom facilities scheduling to report to the Senior Director for Enrollment Services.
2. The scheduling of faculty offices to be vested in the AVPAA.
3. The scheduling of facilities for special campus events to be vested in the Office of Public Affairs.

The Coordinator, University Catalog and Class/Facilities Scheduling will report to the Senior Director for Enrollment Services. The University catalog and the schedule of classes are both informative documents which serve the university in the areas of student recruitment, enrollment, retention, and academic advising. Supervision and administrative guidance in these areas will be provided by Enrollment Services and Admissions and Records. The scheduling of classrooms, will be coordinated with the office of the AVPAA (see above under Faculty Workload).

As the Office of Public Affairs is the central office for information concerning the campus news and events, the scheduling of facilities for special campus events will be vested in this office. This provides for the dissemination of a variety of news items and other significant information for all segments of the University. This office is the primary and central office for public access to the University and dissemination of public information about the University to the media, business and industry, and the community at large.

**CI-2. RECOMMENDATION:**

The title of the Office of the Vice Provost for Student Affairs and Dean of Students to VICE PRESIDENT FOR STUDENT AFFAIRS; this office shall report to the Office of the President instead of the Office of the Provost/Vice President for Academic Affairs.

**RATIONALE:**

This administrative reporting structure is in keeping with the majority of CSU campuses and enhances the manageability, operations, and delivery of services to the faculty, staff, and students.

The rights and concerns of students in higher education are addressed separately in the California Education Code, Title V, Welfare and Institutions Code and in judicial interpretations. In certain instances, the welfare and rights of students are in conflict with those of faculty, and in all instances their activities, health care, counseling and housing needs, and general assistance require special expertise and attention separate and apart from those of faculty. In addition, because of its

uniqueness, legal and social differences, and its direct reporting to the President, it is imperative that Student Affairs have budget autonomy, separate and apart from Academic Affairs, in order to adequately plan adequately for, manage and administer the legislative and CSU requirements.

**CI-3. RECOMMENDATION:**

The ATHLETIC DIRECTOR'S position shall be transferred from the Office of the Provost/Vice President for Academic Affairs to the Office of the President. On all matters affecting fund raising, the Athletic Director will coordinate such efforts with the Executive Director for University Advancement.

**RATIONALE:**

The duties and responsibilities of the Athletic Director are unique and unlike other administrative or academic administrative positions. Only one area of campus responsibility is similar in its general purpose to that of the Athletic Director, and that is University Advancement. Both areas involve working with the community and fund raising. However, the Athletic Director's primary thrust centers on athletics, raising funds for athletics, assisting the coaching staffs, and assuring CSUS compliance with conference rules and the rules of the NCAA. Although the fund-raising efforts are primarily for athletic program assistance, in order to avoid potential conflict with similar fund raising activities by University Advancement, such activities will be coordinated with University Advancement.

Athletic Directors at Division I NCAA colleges and universities report directly to the president, and this is also the case at many Division II universities. The NCAA also recommends such a reporting structure. The effective business, social, and economic endeavors, which are vital to the success of this office, requires the direct communications and involvement of the President.

**CI-4. RECOMMENDATION:**

Transfer the OFFICE OF INFORMATION TECHNOLOGY from the Office of the Provost/Vice President for Academic Affairs to the Office of the Vice President for Administration.

**RATIONALE:**

The primary thrust of this department is campus-wide as opposed to predominantly academic affairs. OIT's broad-based services, which incorporate telecommunications, are predominantly administrative; this office provides computer-based technology and linkages among all campus departments, service areas, and the CSU system. Faculty will be served via increased and regular service in faculty work station training and assistance.

## **CII. ACADEMIC STRUCTURE**

### **CII-1. RECOMMENDATION:**

A three college structure shall be established: (1) College of Arts, Letters, and Applied Sciences, (2) College of Business and Public Policy, and (3) College of Education, Social and Behavioral Sciences.

#### **RATIONALE:**

This structure eliminates one Associate Dean position saving \$78,000 per year and continues three dean's positions; it provides a more balanced and compatible grouping of disciplines and faculty within the three Colleges. In addition, this structure enhances the academic status and structure of the current Schools of Business and Education, strengthens the quantitative and qualitative integrity of the academic structure of the University, and virtually eliminates the possibility of layoffs for department secretaries and other clericals. This model is not a radical change from the current structure of one college and two schools.

This model seeks to enhance the typical university academic structure and strengthen the quantitative and qualitative integrity of our current academic structure in the following ways:

- A. The three college structure continues to meet the administrative standards for national accreditation for programs in Business and Education.
- B. It balances the administrative workload within the three colleges; it reduces the number of departments in ALS and provides for a more equitable distribution of departments and faculty among the colleges.
- C. It brings together academic disciplines which are academically related in scope and career development.
- D. It will accommodate growth in FTES and overall student enrollment, growth in the number of classes and programs, and growth in new majors and innovative courses without the additional administrative salary costs for deans.

Immediate cost savings will result from elimination of the Associate Dean position in the current College of Arts, Letters, and Sciences. Long-range savings will result from a structure designed to facilitate growth in FTES and corresponding growth in added academic disciplines, additional class offerings, new and expanded departments, and new academic programs without adding administrative personnel.

The members of TIC spent countless hours in energetic, lively, and sometimes sharp discussion and debate on over 15 models and variations. For example, we reviewed the current model, a two-college model, a one-college-five divisions model, a two-college/two-school model, a three-college/two-schools/four-clusters model, a three-school model, a five-school model, and a six-school model. Study of the various models included examination of numerous variations of the above

models which included deans, directors, and division chairs along with varying time bases, released time, and WTU assignments.

The academic models which proposed directors for the areas/schools of Education and Business, or two colleges/two schools, or three colleges with schools and clusters, as well as various schemes for assigned time WTUs, teaching load requirements, full-time to three quarter time commitments, and 12-month versus 10-month assignments--all became somewhat confusing and complex from a collegial and marketing standpoint and were, at best, short-term budget fixes. Some of the models were in sharp contrast to our current structure and may have appeared to be somewhat radical in structure but, nevertheless, required careful attention, discussion, and debate by the Committee.

Some of the models, other than the one proposed by the Committee, provided for slightly more cost savings than the straight three-college model; nonetheless, they all had the potential for major administrative costs in the future, which was a major concern to the Committee. Several proposals had the realistic and probable potential of growing to four to five full-time college deans in the very near future.

#### **D. VICE PRESIDENT FOR STUDENT AFFAIRS**

##### **D1. RECOMMENDATION:**

Change the title of the Office of the Vice Provost for Student Affairs/Dean of Students to the OFFICE OF THE VICE PRESIDENT FOR STUDENT AFFAIRS. Transfer the Office from the Office of the P/VPAA to the Office of the President.

##### **RATIONALE:**

This administrative structure is in keeping with the majority of California State University campuses, and enhances the manageability, accountability, and delivery of services to the faculty, staff, and students. It also improves budgetary accountability.

The rights and concerns of students in higher education are addressed separately in the California Education Code, Title V, Welfare and Institutions Code and in judicial interpretations. In certain instances, the welfare and rights of students are in conflict with those of faculty, and in all instances their activities, health care, counseling, housing needs, and general assistance require special expertise and attention separate and apart from those of faculty.

##### **D2. RECOMMENDATION:**

The University catalog, schedule of classes, and classroom facilities scheduling shall report to the Senior Director for Enrollment Services.

##### **RATIONALE:**

The University catalog and the schedule of classes are both informative documents which serve the University in the areas of student recruitment, enrollment, retention,

and academic advising. Supervision and administrative guidance in these areas will be provided by Enrollment Services and Admissions and Records. The scheduling of classrooms, will be coordinated with the Office of the Associate Vice President for Academic Affairs.

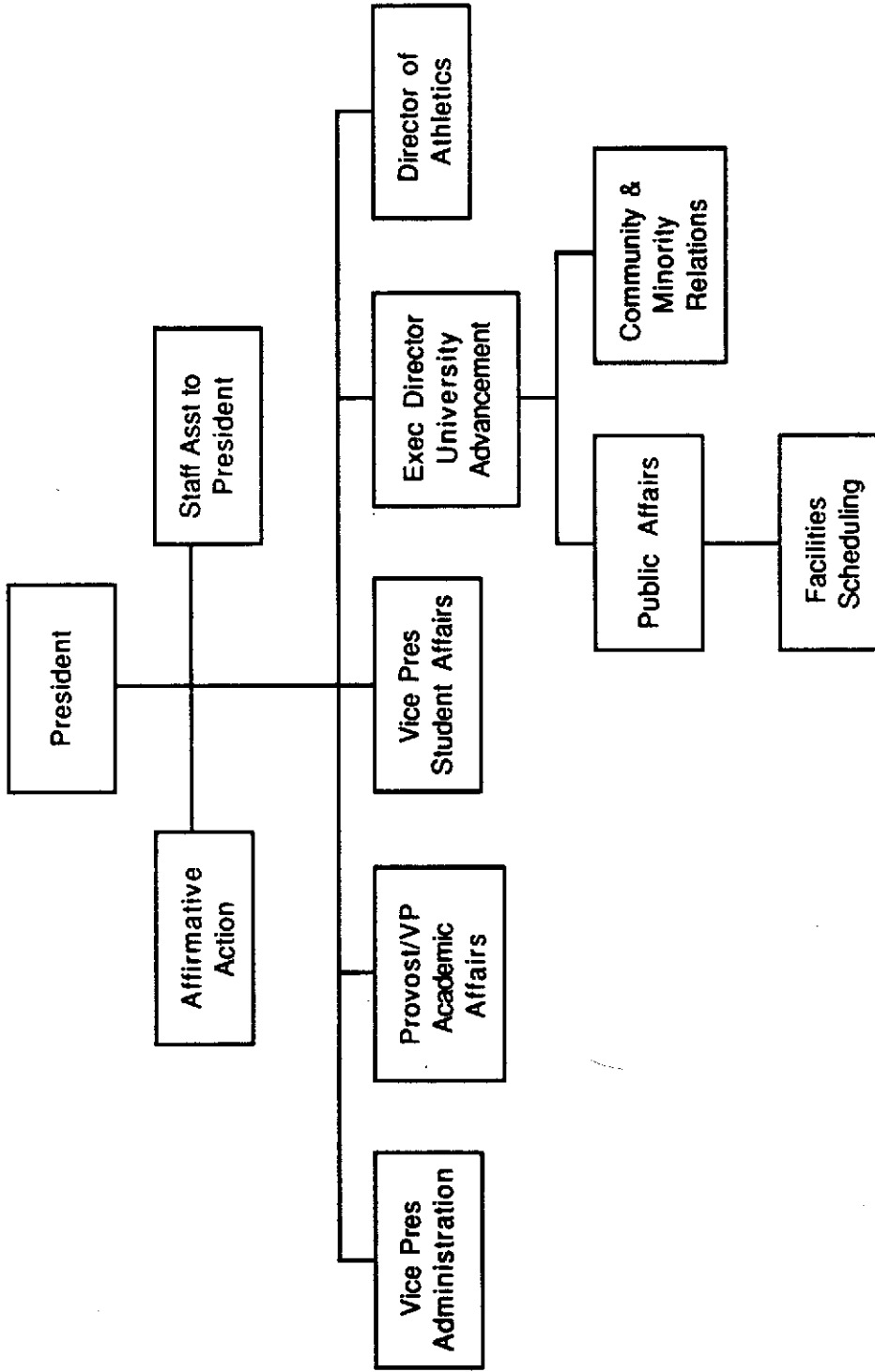
**D3. RECOMMENDATION:**

The OFFICE OF GRADUATE STUDIES shall report to the Senior Director for Enrollment Services.

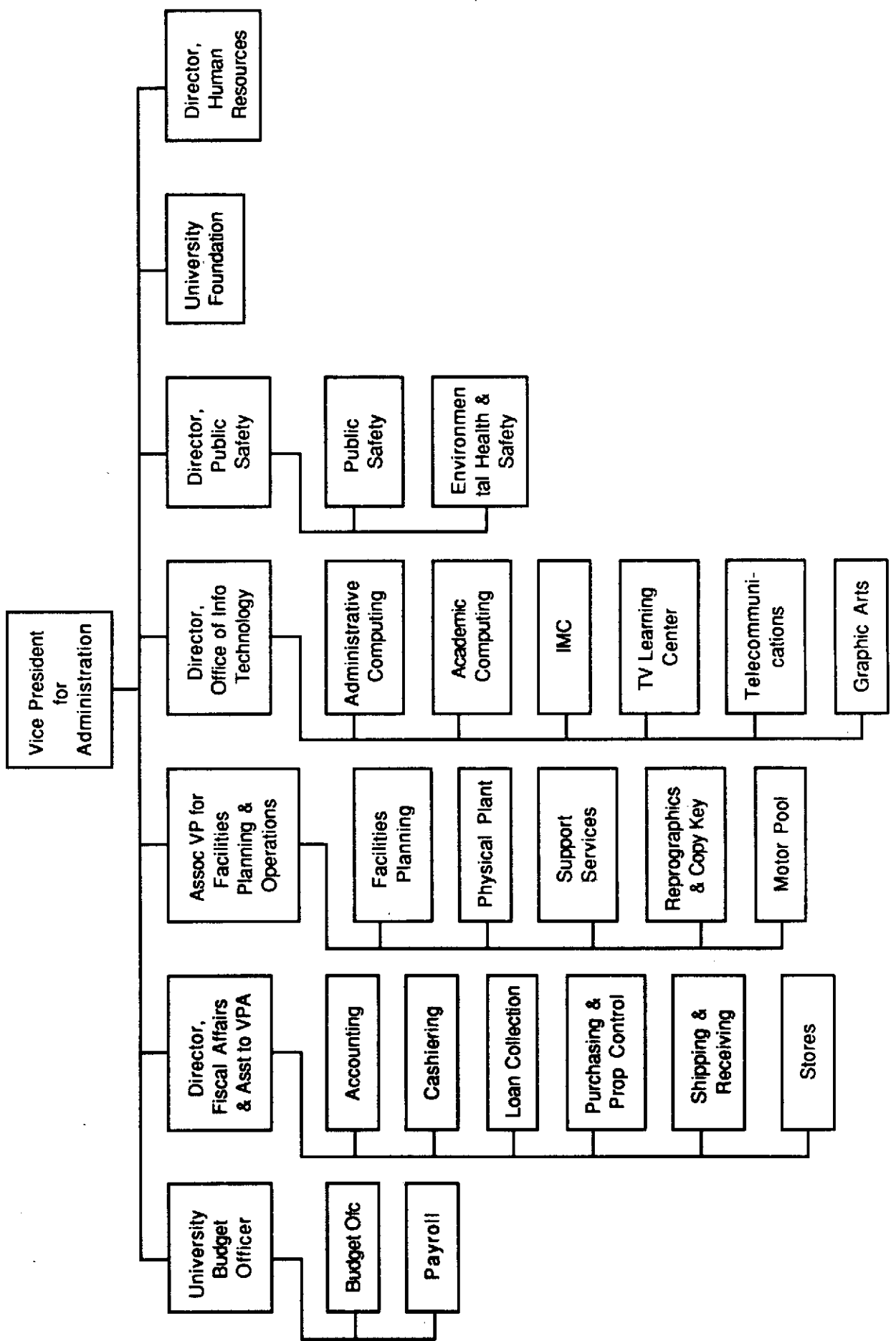
**RATIONALE:**

This reporting structure effectively consolidates both undergraduate and graduate admissions functions under a single administrative umbrella. Admissions information at any class level will be provided by one office on campus.

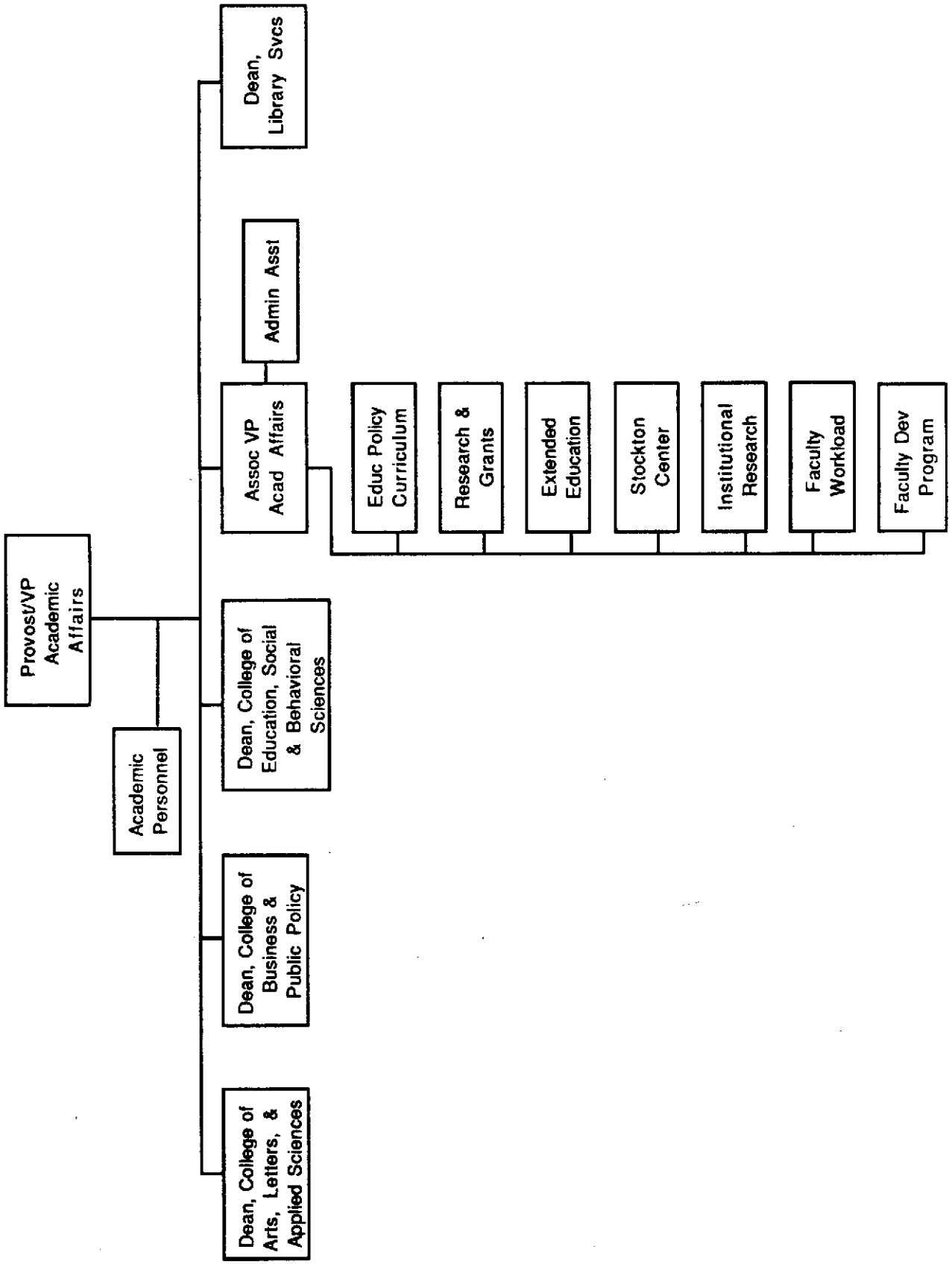
# President



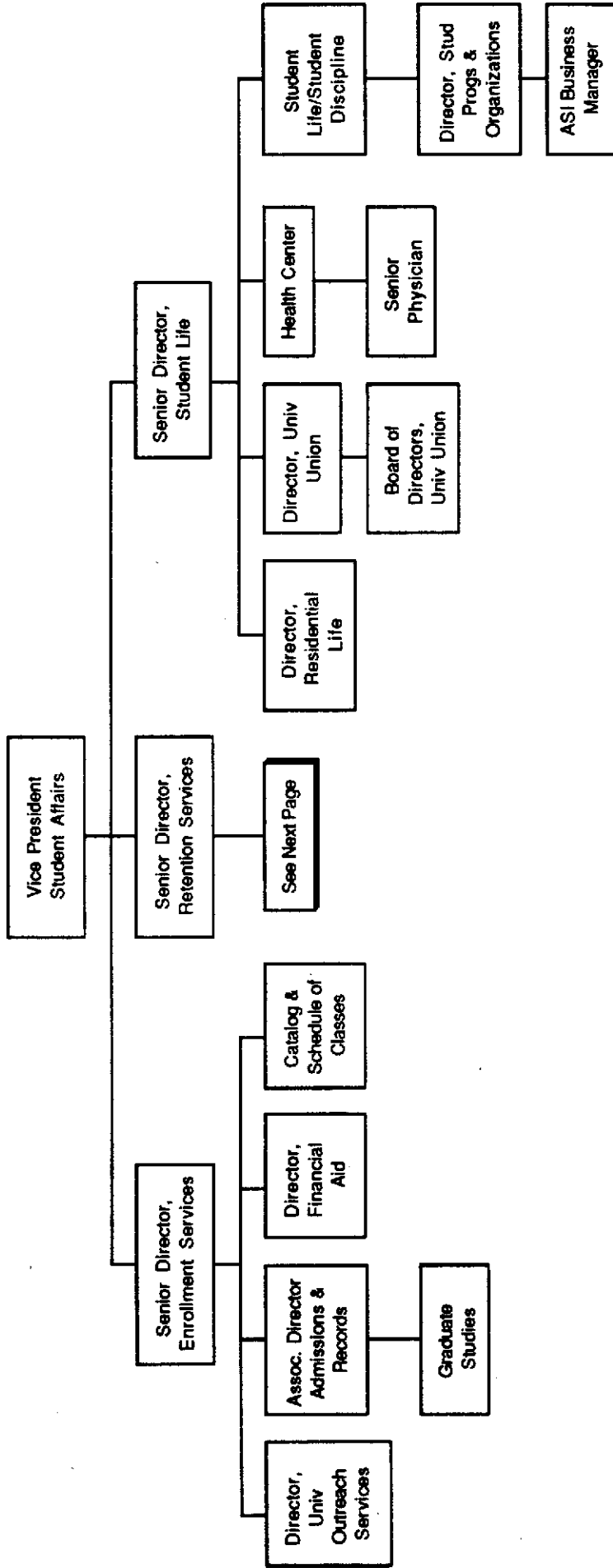
# Vice President for Administration



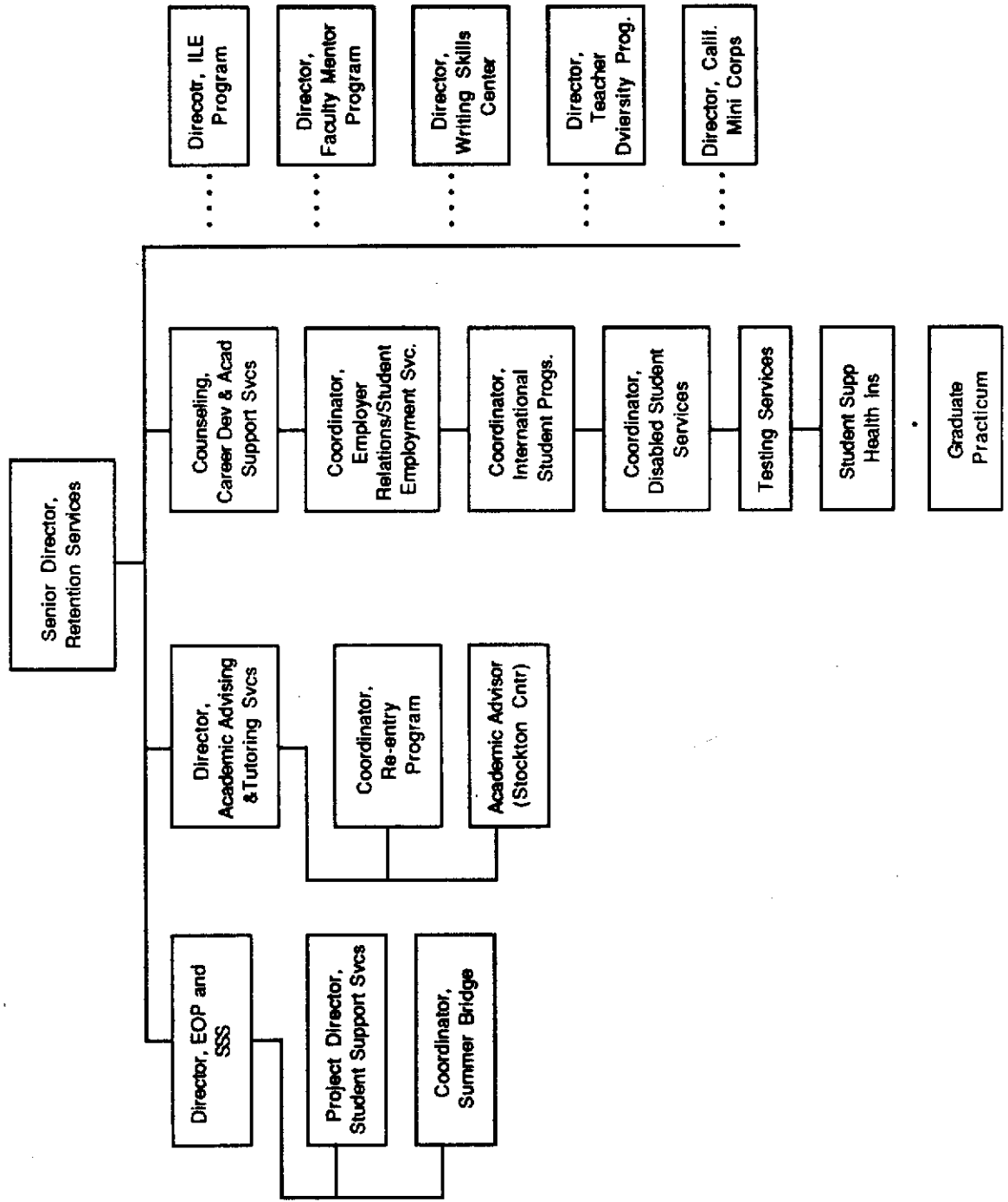
# Provost/VP Academic Affairs



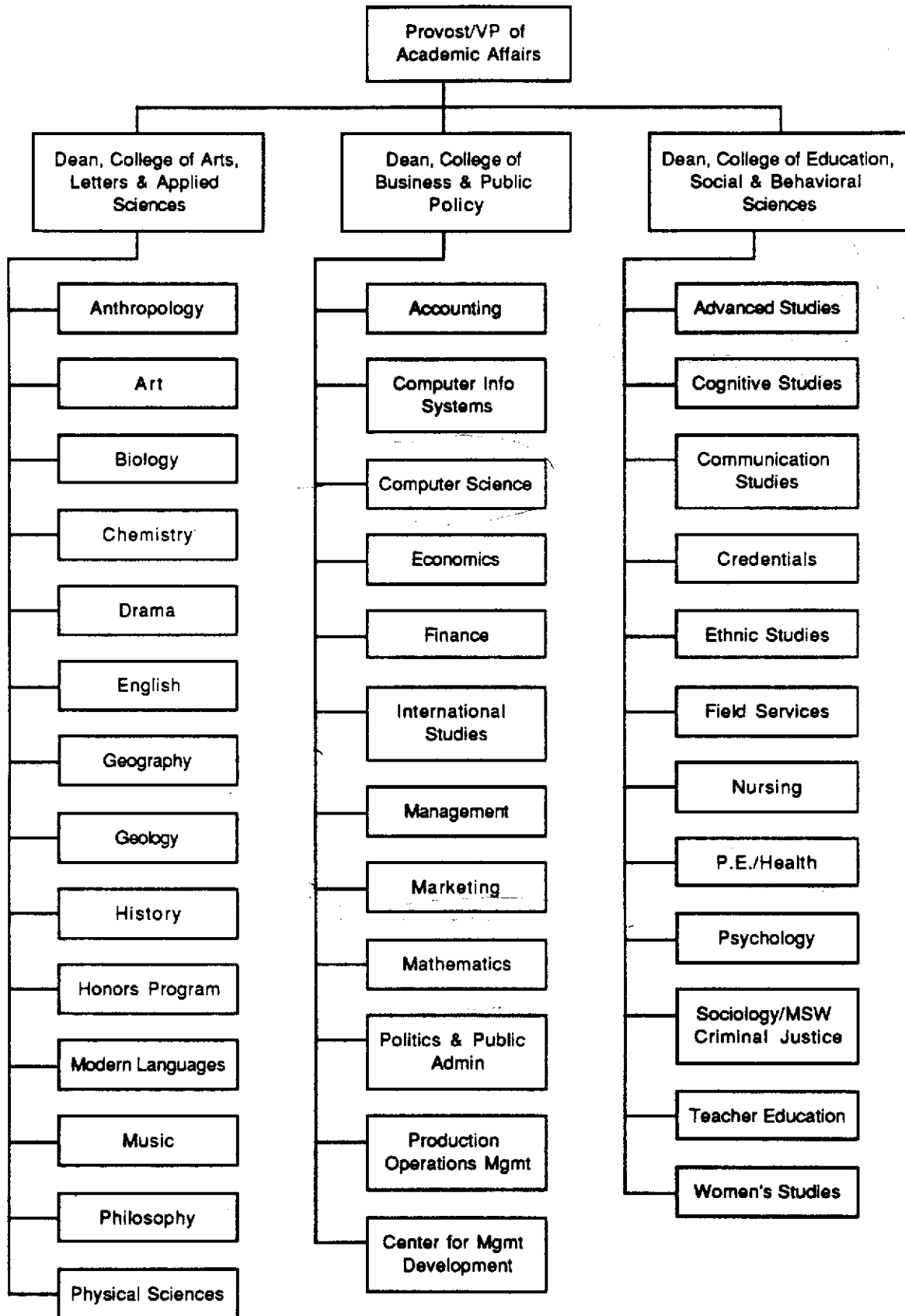
# Vice President for Student Affairs



# Senior Director, Retention Services



# Organization of Colleges



- Each college with a full-time dean (no teaching required).
- Department chairs (6 units released time/year), not necessarily one per discipline.
- Department secretaries, not necessarily one per discipline.

APPENDIX

FTF, FTEF, MAJORS AND FTES BY DEPARTMENTS/ DISCIPLINES, 1992-1993  
(Relative Shares of Colleges/Schools at CSUS)

	F93 FTF	F93 FTEF	92-93 Major	92-93 FTES	92-93 FTE/MAJ	92-93 Majors%	92-93 FTES%
<b>COLLEGE OF ARTS, LETTERS &amp; APPLIED SCIENCES</b>							
ART	7	7.00	80	63	78.8%	1.39%	1.47%
DRAMA	5	5.96	20	19	95.0%	0.35%	0.44%
MUSIC	8	8.00	66	64	97.7%	1.14%	1.50%
MOD.LANG.	5	6.00	27	24	88.9%	0.47%	0.56%
ENGLISH	11	14.16	192	152	79.1%	3.33%	3.54%
PHILOSOPHY	3	4.00	14	13	92.6%	0.23%	0.29%
HISTORY	8	9.75	124	97	78.2%	2.16%	2.27%
ANTHRO/GEOG.	8	8.49	51	48	95.0%	0.88%	1.12%
ANTHRO.	4	4.74	27	26	96.3%	0.47%	0.61%
GEOGRAPHY	4	3.75	24	22	93.6%	0.41%	0.51%
CHEMISTRY	6	7.48	39	34	87.0%	0.67%	0.78%
PHY.SCI./GEOL.	3	6.48	48	42	87.5%	0.83%	0.98%
PHY. & PHY. SCI.	2	4.48	29	26	91.2%	0.50%	0.61%
GEOLOGY	1	2.00	20	16	82.1%	0.34%	0.37%
BIOLOGY	9	13.80	245	209	85.5%	4.25%	4.89%
HONORS PROG.							
Total CoALAS	73	91.12	903	764	84.6%	15.70%	17.87%
<b>COLLEGE OF BUSINESS AND PUBLIC POLICY</b>							
ACCOUNTING	7	8.44	345	266	77.1%	5.99%	6.21%
FINANCE	3	3.24	50	40	80.8%	0.86%	0.94%
MANAGEMENT	4	4.96	576	389	67.6%	10.00%	9.10%
MARKETING	3	3.00	76	63	82.8%	1.31%	1.46%
PROD. & OPER.MGMT.	3	3.74	20	14	67.5%	0.35%	0.32%
CIS	4	5.18	90	68	75.0%	1.56%	1.58%
CENTER FOR MD & R							
Total:SoBA.....	24	28.56	1155	838	72.6%	20.08%	19.60%
COMP.SCI	5	5.50	77	67	87.0%	1.34%	1.57%
MATH.	12	10.98	78	68	86.5%	1.36%	1.58%
ECON.	5	5.00	32	29	89.1%	0.56%	0.67%
POL.SCI./PUB.ADMN.	8	8.33	152	96	62.8%	2.64%	2.23%
INTRNTL. STUD.	1	1.00	16	9	53.1%	0.28%	0.20%
Total CoBaPP	55	59.37	1510	1105	73.2%	26.25%	25.85%

NOTE: ACADEMIC YEAR MAJORS ARE BASED ON SIMPLE AVERAGE OF THE FALL AND SPRING HEADCOUNTS. ANNUALIZED FTES ARE ARRIVED AT BY ADDING THE FALL, WINTER, AND SPRING FTES AND DIVIDING THE SUM BY FTEF IS THE SUM OF FTF (Fulltime faculty) and FULL TIME EQUIVALENT PARTTIME FACULTY. (ALSO INCLUDES CHAIRS' RELEASE TIME (7.25 FTE SABBATICALS, Etc.(10.25 FTEF)).

SOURCE: RPT I17: 5 YEAR HEAD COUNT & FTE BY HEGIS MAJOR & AVPAR R:TIC7:8.30.93.

FTF, FTEF, MAJORS AND FTES BY DEPARTMENTS/DISCIPLINES, 1992-1993  
(Relative Shares of Colleges/Schools at CSUS)

	F93 FTF	F93 FTEF	92-93 Major	92-93 FTES	92-93 FTE/MAJ	92-93 Majors%	92-93 FTES%
<b>COLLEGE OF EDUCATION, SOCIAL &amp; BEHAVIORAL SCIENCES</b>							
P.E./HEALTH	7	11.54	112	100	89.2%	1.94%	2.33%
TEACHER ED.	17	18.50	424	261	61.6%	7.36%	6.11%
ADVANCED STUD.	8	10.24	208	103	49.3%	3.62%	2.40%
CREDENTIALS			4	3	75.0%	0.07%	0.07%
<b>FIELD SERVICE</b>							
Total:SoE.....	32	40.28	747	466	62.4%	12.98%	10.90%
PSYCH./COG.STUD.	15	16.84	399	306	76.7%	6.94%	7.16%
PSYCH.	14	16.84	397	304	76.6%	6.90%	7.11%
COGNITIVE. STUD.	1		2	2	100.0%	0.03%	0.05%
SOC./C.J./MSW.	9	9.72	276	248	89.8%	4.79%	5.79%
COMN. STUD.	6	10.08	115	96	83.4%	1.99%	2.23%
NURSING	5	4.48	120	62	51.7%	2.09%	1.45%
ETHNIC/WOMEN STUD.	2	2.50					
WOMEN'S STUD.	2	2.50					
ETHNIC STUD.							
Total CoESABS	69	83.90	1656	1177	71.1%	28.78%	27.53%
<b>TOTAL</b>							
TOTAL	197	234.39	4366	3275	75.0%	75.89%	76.61%
LIBERAL STUD.			808	686	84.8%	14.04%	16.04%
SOCL. SCI.			99	76	76.3%	1.72%	1.77%
Total:CoALS.....	141		3371	2732	81.0%	58.60%	63.91%
NON-SCHL. RELATED			60	32	52.9%	1.03%	0.74%
UNDECLARED			717	437	60.9%	12.46%	10.21%
GRAND TOTAL	197	234.99	5753	4275	74.3%	100.0%	100.0%

FTF, FTEF, MAJORS AND FTES BY COLLEGES, 1992-93  
Relative Shares of new CoALAS, CoBaPP, and CoESaBS at CSUS

	F93 FTF	F93 FTEF	92-93 Major	92-93 FTES	92-93 FTE/MAJ
Total:CoALAS (11).	73	91.12	903	764	84.6%
CoALAS/GRAND TOTAL	37%	39%	16%	18%	114%
Total:CoBaPP (12).	55	59.37	1510	1105	73.2%
CoBaPP/GRAND TOTAL	28%	25%	26%	26%	98%
Total:CoESaBS (8)	69	83.90	1656	1177	71.1%
CoESaBS/GRAND TOTAL	35%	36%	29%	28%	96%
NON-SCHL. RELATED			60	32	52.9%
NON-SCHL. REL./GT			1%	1%	71%
UNDECLARED			717	437	60.9%
UNDECLARED/GT			12%	10%	82%
LIBERAL STUD.			808	686	84.8%
LIBERAL STUD./GT			14%	16%	114%
SOCL. SCI.			99	76	76.3%
SOCL. SCI./GT			2%	2%	103%
GRAND TOTAL	197	234.39	5753	4275	74.3%
SOURCE: RPT I17: 5 YEAR HEAD COUNT & FTE BY HEGIS MAJOR & AVPAR					