



Chair Notes

A Monthly Newsletter

AY 09/10

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Greetings!

This issue of the Chair Notes is dedicated to efforts at the campus, college, and department levels to cope with the CSU's latest budget problems. In case you did not get the Sunday 10/25/09 issue of the Union Tribune, I have copied an **interview with President Weber** and a **UT editorial**. The two pieces address the dramatic changes in enrollment policies and practices. In addition, you will find an update on the **efforts in the College of Sciences** and **in our Department** to trim \$5.5M from the AY10/11 budget.

Within the CoS, Psychology is in relatively better shape than some of our smaller sister departments. This is because (1) we are a large and relatively young department, buffering the impact of possible retirements, (2) all of our lecturers are funded through grant reimbursements, (3) there are currently no CoS plans to reduce levels of TA/GA support, (4) grant reimbursements and GA support from grants are at an all-time high, (5) the changes we implemented this year in course offerings and scheduling turn

out to be very timely. (6) All faculty and staff have been, and continue to be, very supportive of our joint efforts to find creative and constructive solutions to our shared problems.

While our department continues to be in relatively better shape, we have to continue to reduce our operating expenses (e.g., telephone, photocopying) and be creative about finding new strategies to increase revenue. Moreover, we have to realize that we are part of the CoS and have a role to play in contributing to the sustainability of our CoS and the SDSU ecosystems.

Cheers,
Jörg

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Q&A: Stephen L. Weber Union Tribune, October 25, 2009 (Page B5)

San Diego State University President Stephen L. Weber recently met with the editorial board of The San Diego Union-Tribune. Below is an edited transcript of that conversation.

We'll let you begin.

The first thing to talk about is the overall budgetary situation. The California State University system has lost \$571 million from its budget just this year. Let's put that in context for San Diego State. Over the last two years we've had a net loss of \$47 million, and that's permanent base budget money and it's not likely that that's going to turn around in the near future.

What does that mean for students at San Diego State?

Our share of the statewide cut is 10.8 percent. That's 4,600 students that we will be reducing. We'll do it over two years. The first installment of which was this fall, where we reduced our enrollment by roughly 1,850 students. Next fall, we'll reduce by an additional 2,750 students. If our cut of enrollment

were commensurate with the budget cut, we would lose 7,600 students. So the faculty and staff of San Diego State, while they are accepting furloughs, are carrying an extra 3,600 students, who are not funded, for the citizens of California. I think it's important to understand that this is not a case where the university isn't stepping up. We are stepping up and the people of the university are the ones who are doing that. The news here is that for the first time, certainly in recent history, not all of the qualified local freshmen can come to San Diego State University. Over the last 11 years we've maintained an average of roughly 37 percent of our first-time freshmen have been local freshmen. For our transfer students, roughly 60 percent have been local. We are going to try to manage our enrollment in such a way that we preserve that local/non-local ratio for our first-time freshmen. So we think what we'll do is we'll go from a world in which all the qualified locals could get in, to a world in which only some of the qualified locals can get in.

How do you define local?

Within our service area, which is south of state Route 56 and includes all of Imperial County. It used to include all of San Diego County, before Cal State San Marcos.

So how is this going to work?

We're going to try to maintain the historic ratio of local to non-local by giving the local applicants points. We have a cutoff. In the past, if you were not from our service area — from Poway, San Francisco or wherever else — we would look at the number of applicants and the number of spots we had and we would say your cutoff is not the 2,900 state minimum. It's something higher than that.

That's the eligibility index that CSU uses?

Yes. So what we would do is say we don't have enough room for all the non-locals, so we're going to take the best ones. And their cutoff scenario in recent years has been about 1,000 points higher than the cutoff we would use for local students. We'd put the best students into the available slots for the

non-local students. Now, we will do that with local students, but in a way that will preserve their historic ratio. So we will decide how many points we need to add to our local student score so that near 40 percent of our incoming freshmen will still be local.

Why stick to a percentage?

There is one side of the equation that says let's just take locals. That's out there. There's another side of the equation out there that says we should take the best talent we can get. This is a major investment for the citizens of California; let's place our bets on the ones that can benefit from it. That one says, "Screw the locals." We're going to look for the proportion that makes sense over time. And there are some educational reasons for this, too. One of the reasons, educationally, is that we want a campus that's got that geographic diversity, that's a better learning experience for our local students as well as our non-local students. Another issue is housing. We've now got 600 empty beds at San Diego State. You remember reporting on all the community pressure to build more dorms? I've got a debt service of \$6.4 million for those beds. I don't have an option. I can't decide I won't pay it. If I don't fill the beds, it means I've got to cut courses to pay the debt service and I admit that many fewer students. So we're saying that non-local students must live in a residence hall. It's not an option. I don't care if you're from Poway. You're not a local student; you have got to live in the residence hall. I don't care if you got an uncle that's got a place down on Pacific Beach; you've got to live in the residence hall.

What about racial diversity?

Here's some of the commitment we have to diversity. We're ranked in the top 20 universities in the country. We're ranked No. 9 for bachelor's degrees granted to students of color. Our graduation rates in the last five years are up by roughly 10 to 11 percent at San Diego State University. That's good news for you as taxpayers. It means you're getting a better return on your investment. But for our students of color, they're up 16 percentage points,

led by our African-American students, who are up by 25 percentage points. That's a huge story, a great encouraging story to our students of color. We have the Educational Opportunity Program for low-income students in California. These programs were developed in 1960s. The largest educational opportunity program for low-income students in the state of California is at San Diego State University. All this stuff about how we're elitists, and we have the biggest program in the state, over 4,000 students. And while we decreased our enrollment this year by 2.8 percent, we increased the Economic Opportunity Program by 11 percent.

So you've got a great record. Is there any anticipation that with your new approach, the ratio of minorities to other students would change?

We don't know. I think there is good reason to be concerned about it. Remember, we have very few tools with which we can control the diversity of our student body. But there are things that we can do that are within our power. For example, we can look at special relations with school districts like Sweetwater or with school like Hoover that have large minority enrollments.

So bring this all home, where do you go with this?

OK, well, first of all, you notice I have not blamed our politicians for this and I don't. It's a reality of our economy. That's why we've treated these as base budget cuts and we don't imagine that things are going to be better next year and we can just bridge our way over to it. So what it means for us is we've got roughly 600 fewer employees this fall than we did last fall.

Of those 600 employees, how many are faculty?

Most. Probably 400, 450, easily. Those are lecturers as opposed to full-time, tenure-track faculty. Those are the first people to go.

What is the likelihood of a CSU campus in Chula Vista?

I do not think it is a real likelihood that there will be a free-standing CSU campus down there. It is contrary to the trustees' policy right now. It has been

for at least five years. The trustees have said no more new campuses. So I think the thing to do is to work in a consortial way to get educational opportunities down there and tailor those opportunities for the needs of that community.

There is absolutely no reason why you couldn't have a situation down there where San Diego State brings these programs, but UCSD's got a program that's relevant to the community so they are going to bring that one. Point Loma Nazarene is going to bring one down. USD wants to do something. You could do all of that. You could have an educational facility and it would be controlled by the citizens there to meet the needs of that community.

We have kept you longer than we promised we would, so today we will spare you the questions about the football program.

Oh, darn.

Union-Tribune Editorial: Painful but necessary

Critics of SDSU's plan to resolve budget woes don't have a case

Union Tribune, October 25, 2009 (Page B6)

Every branch of state government has been forced into painful decisions because of plunging revenue. The California State University system saw its state funding cut by nearly half, from \$3 billion in 2007-08 to \$1.6 billion this fiscal year.

For San Diego State University, one of the largest CSU campuses, that translates into a \$50 million budget cut. President Stephen Weber recently unveiled a plan to make up for this shortfall while maximizing the use of available funds. Its key elements:

- Reducing enrollment 10.8 percent.
- Ending the policy of admitting every qualified applicant from south of state Route 56 and Imperial County — SDSU's "service area" — but continuing to give special preference to high school

seniors from this area by guaranteeing they are at least 37 percent of incoming freshmen. That represents the average percentage seen over the last 11 years, but is considerably lower than the 54 percent seen the past two years.

- Requiring freshmen from outside the service area to live in residence halls to help SDSU cover the debt service costs of dormitory construction.

At a recent meeting with the Union-Tribune editorial board (See Q&A, page B5), Weber described the changes as akin to "triage" and acknowledged that dropping the admission guarantee for seniors in SDSU's service area would disrupt the plans of many students. The number of local freshmen admitted to SDSU could go down by as many as 1,000 next fall.

But Weber noted that the seniors who will be denied admission under this policy still will have a clear, accessible path to SDSU enrollment. That's because of the university's "transfer admission guarantee" to local community college graduates who complete general education course work and earn a grade-point average of at least 2.4 or the GPA required for their intended major.

And Weber said the old policy wasn't necessarily the best use of public funds by noting that recent service area freshmen have been much less likely to graduate within six years than freshmen from out of the area.

We find these to be strong, persuasive arguments. Others don't. We invite these critics to offer their plan for saving \$50 million while using remaining funds wisely.

As for those who somehow think Weber's plan has racist overtones, every local high school graduate of any color or ethnicity can win admission to SDSU by going to a local community college and graduating with a C-plus/B-minus average. Beyond that, SDSU has a consistently impressive history of helping disadvantaged students from local schools.

Alas, this isn't good enough for grand-standing Assemblyman Marty Block, D-San Diego. He says it may be time to

have the Legislature step in to set SDSU straight.

Thanks for the comic relief, Marty. As San Diegans know, the Legislature creates problems — it rarely fixes them.

Update: CoS Planning Process

At the most recent Chair's meeting on Wednesday (10/28) Dean Maloy projected the budget shortfall for AY10/11 in the CoS at \$4.5-\$5.5 Mill. In combination with cuts in 08/09 and 09/10, this raises the cumulative total to more than \$11 Mill or roughly 40% of the CoS budget allocation from the State.

To develop specific plans for how to cope with this shortfall, Dean Maloy established the following ad hoc study groups:

- Interdisciplinary Reorganization Team. Paul Gilbert is our representative.
 - Staff. Kendrea Hilend is our representative)
 - Space and Facilities. Associate Dean Patrick Papin is leading this committee. I'm serving on this committee.
 - General Education and Curriculum Quality. Emilio Ulloa is serving on this committee.
 - Pre-Tenure Faculty. Dean Maloy recently met with this group.
 - Students. Not sure if this group has already met.
 - Department Chairs and Directors.
 - Dean's External Advisory Committee.
- At the October 28 Chairs meeting, Dean Maloy presented the following:
- About 15% of faculty and staff are in the retirement age range and would have to retire to achieve \$3-4M in savings.
 - Restructuring/reorganizing: ~\$0.5M savings.
 - Other changes including those listed below: ~\$0.5M savings.

- Retirements will be unevenly distributed across departments, threatening the survival of some departments and programs.

- No replacement of retired faculty and staff.

- Restructuring and reorganizing will be needed to sustain important programs and departments.

- We must offer courses for students to graduate in a timely fashion.

- Courses must be taught by faculty.

- The CoS must meet reduced FTES targets .

- Stricter rules for assigned time for research (ATR) ; i.e., less ATR.

- No support for assigned time and partial 12 month appointments for graduate advisors, coordinators, etc.

- No CoS support for sabbaticals, medical, maternity, or paternity leaves.

- No state support for lecturers; though we will continue to be able to hire lecturers funded through grant reimbursements.

- Salary increases for promotions limited to increases mandated in the CBA.

What comes next?

October 29 - November 22

Additional Committee meetings

November 23 or 24

Chairs and academic program director meeting. Discuss team reports and provide input on plans.

December 4

CoS Faculty and Staff meeting. Discuss team reports and solicit additional input

December 8

Chairs meeting. Discuss input, implementation, and timing

Update: Department Efforts

After our discussions at the October 9 Department Meeting, our P&P committee followed up on Dean Maloy's request to **review our undergraduate and graduate curricula**. P&P asked our standing CC and MC committees to conduct this review to identify courses that could be dropped or offered less frequently and to consider other options for simplifying our course offerings and streamlining the curricula. Both committees reported back to P&P at the October 22 P&P meeting. Check your inbox for the minutes of this meeting. I reviewed these proposals at the CoS Chairs meeting on 10/28.

P&P also established an ad hoc committee to **explore opportunities for certificate and continuing education programs through the College of Extended Studies**. Keith Hattrup, Sarah Mattson, and Dennis Saccuzzo agreed to serve on this committee. The Applied Psychology Program Area had worked since the spring semester on an **Open University Certificate in I/O Psychology**. The proposal was approved by the CC committee at its October 22 meeting and will be proposed for adoption at our November Department Meeting.

In addition to increasing revenue, we are **reducing recurring operating expenses** as much as possible. I very much appreciate your response to our call to reduce, if not eliminate, photocopying. **Please ask your graduate students to follow in your footsteps and refrain from copying book chapters, power point presentations, etc. if they could as well be scanned and distributed electronically.**

At the end of the fall semester, we will **review xeroxing and telephone expenses** and contact you if we have to cancel telephone lines in research labs

and impose further limits on copy accounts.

As a Department, our **grant reimbursements for this year are likely to reach an all-time high near \$540K**.

Similarly, grant supported funding of graduate students is also at an all-time high.

Because we do no longer rely on State support for the funding of lecturers, we are on relatively safe ground compared to many of our sister departments in the at SDSU, and in the CSU.

Main challenges

- continue to innovate and adapt how we teach our students

- monitor how changes in class schedules, class size, and teaching methods affect learning outcomes

- maintain our high level of teaching effectiveness and scholarship

- generate new revenue sources to support our operating budget (Open University)

- reduce unnecessary expenses

- maintain or increase grant reimbursements

- contribute to the overall CoS budget reduction target

- find smart ways to compensate for faculty retirements

- balance new demands on teaching effectiveness and scholarship in the presence of reduced State resources

- stay sane!

