

Adopted: June 6, 2000

ACADEMIC SENATE  
Of  
CALIFORNIA POLYTECHNIC STATE UNIVERSITY  
San Luis Obispo, CA

AS-546-001B&LRPC  
RESOLUTION ON THE GROWTH COMPONENT  
OF THE PROPOSED MASTER PLAN REVISION

- 1   Whereas,   The CSU has funded Cal Poly for increased enrollment at considerably less than the  
2                   actual campus cost of educating additional students; and .  
3
- 4   Whereas,   The State of California has not increased the funding to Cal Poly to address the  
5                   problems associated with inadequate support for high cost polytechnic programs; and  
6
- 7   Whereas,   The programs at Cal Poly contribute significantly to the workforce in vital areas of the  
8                   economy of California; and  
9
- 10   Whereas,   The proposed revised Master Plan includes a provision allowing for a substantial  
11                   increase in fall enrollment headcount of 3000 students to a maximum total fall  
12                   enrollment of 20,900 students (17,500 net Full-time Equivalent Students); and  
13
- 14   Whereas,   Each additional student at Cal Poly will result in a further deterioration of the financial  
15                   health of Cal Poly; and  
16
- 17   Whereas,   This financial deterioration will result in increased class sizes, decreased availability of  
18                   funds for equipment, decreased student services, and lengthened throughput for  
19                   students; and  
20
- 21   Whereas,   This financial deterioration will lessen the quality of a Cal Poly education; and  
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- 23   Whereas,   Once the Master Plan ceiling has been raised, Cal Poly will have lost its leverage to  
24                   address these financial concerns; and  
25
- 26   Whereas,   In the past, the CSU has asked Cal Poly to accept higher enrollments without adequate  
27                   funding; and  
28
- 29   Whereas,   The statewide Academic Senate has approved Resolution on Year Round Operation,  
30                   AS-2444-99/FGA, which states that funding to support year round operations be  
31                   sufficient to maintain high quality programs and that the funding to support year round  
32                   operations be total cost funding; and  
33
- 34   Whereas,   Both the statewide Academic Senate (through the approved Resolution on Enrollment  
35                   Management Policy in the CSU, AS-3482-00/AA) and the CSU (through the adopted  
36                   *Cornerstones* Principle 1) have stated that attempts to increase capacity must not  
37                   interfere with or reduce in any way demonstrable student learning outcomes, or the  
38                   quality of the collegiate experience; therefore, be it

- 39  
40 Resolved: That consistent with the position of the statewide Academic Senate regarding  
41 systemwide enrollment growth plans, any enrollment growth at Cal Poly should occur  
42 only when funding adequate to restore former support levels and sustain quality is  
43 provided; and be it further  
44
- 45 Resolved: That enrollment growth funding at Cal Poly recognize the actual costs associated with  
46 the curricular emphases and pedagogies that support the University's polytechnic  
47 mission; and be it further  
48
- 49 Resolved: That failing such funding commitments and guarantees, Cal Poly should resist any  
50 enrollment growth scenarios that threaten the academic quality of the University or  
51 jeopardize its polytechnic mission; and be it further  
52
- 53 Resolved: That unless such a firm guarantee for adequate support for current and additional  
54 students is received from both the State of California and the CSU, the growth  
55 component shall be removed from the proposed revised Master Plan.

Proposed by: Budget and Long Range Planning Committee  
Date: May 22, 2000  
Revised: June 1, 2000  
Revised: June 6, 2000

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Memorandum

ACADEMIC SENATE

SAN LUIS OBISPO  
CA 93407

To: Myron Hood, Chair  
Academic Senate

Date: December 4, 2000

From:   
Warren J. Baker  
President

Copies: P. Zingg

Subject: Response to Senate Resolutions AS-546-00/B&LRPC and AS-547-00/B&LRPC

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I would like to thank the Academic Senate, including the Budget and Long-Range Planning Committee for its continuing interest in the future of the campus. We have deferred our response to the Senate Resolutions, AS-546-00/B&LRPC and AS-547-00/B&LRPC, adopted in June 2000 by the Senate, pending release of the Master Plan and Draft Environmental Impact Report for public review and comment. In sum, we have accepted the intent of the resolutions adopted by the Senate in June 2000, except for the final resolved clause of AS-546-00/B&LRPC.

I would like to take this opportunity to review the planning process we have been through and to show how the Master Plan is addressing the issues raised by the Senate.

Cal Poly has been thinking about the possibility of increasing our Master Plan enrollment capacity since 1987-88 when the Senate passed a resolution suggesting 17,400 Full-Time Equivalent Students as an appropriate future capacity that could be reached in planned phases. The University strategic plan (developed from 1990-94) discussed institutional size in relation to resources and impacts. In 1996, the Cal Poly Plan also contemplated enrollment growth during summer and the academic year.

Strategic planning by the colleges and other units during 1997-98 anticipated the present long-range enrollment planning and master plan update process: At that time, the deans led their colleges through an "environmental scan" regarding the opportunities and prospects for their disciplines. The Provost explicitly asked them "to include identification of specific areas for curriculum development and/or programs for enrollment growth." Then, during 1998-99, the Deans' Enrollment Planning Advisory Committee (DEPAC -which includes Senate representation) developed detailed enrollment scenarios for campus discussion. During its deliberations, DEPAC conferred directly with each college and the UCTE to review and refine college and unit academic program goals. When asked about the amount of additional enrollment they thought their programs could support, the deans responded with sums that exceed the future capacity being proposed in the new Master Plan (17,500 FTES). Thus, during 1999-2000 DEPAC developed a set of factors and indicators that should be used to determine which programs grow.

The Master Plan documents the level of campus and community involvement in its development. Chapter 1, pages 5-9, offer a chronological account, referring to early meetings with campus and community leaders during Fall 1998 (including Senate representatives) and extensive consultation with

campus/community task forces during Spring 1999. The calendar also reviews briefings held throughout the development of the first drafts of the Master Plan in Fall 1999 and Winter 2000, and the publication of the Preliminary Draft on May 1, 2000. Faculty, staff, students and community members participated actively in all of these planning phases and provided extensive comments on the Preliminary Draft. This involvement has helped the planning team to refine the Master Plan - significantly improving its breadth and quality.

We have been both pleased by and grateful for the level of engagement by the campus and community in this process. The Academic Senate and its Budget and Long-Range Planning Committee have advised the process from the start. Indeed the Master Plan purpose statement, Guiding Framework, chapters on Long-Range Enrollment Planning and Implementation and Draft Environmental Impact Report not only recognize the contribution of the Senate, but also incorporate the concepts involved in the seven principles enunciated by the Senate in its Resolution AS-524-99/B&LRPC, Principles to Govern Enrollment Growth at Cal Poly, adopted May 25, 1999.

In its June 6, 2000, Resolution AS-546-00/B&LRPC, Resolution on the Growth Component of the Proposed Master Plan Revision, the Senate expressed its concern that operating budgets are not currently sufficient to support Cal Poly's polytechnic programs, and that enrollment growth could exacerbate the gap between the funds available and the funds needed to maintain quality instruction. The Senate concluded that the campus should not grow without a firm guarantee for adequate support. The Deans' Enrollment Planning Advisory Committee (DEPAC) made a similar recommendation in its report of June 2, 2000.

As the Senate is aware, the campus has worked diligently over the past decade to find ways to restore and expand funding. These efforts have included the Cal Poly Plan, as well as the recent Workforce Initiative. With initial funding of \$10 million in the FY 2000-01 budget for the CSU, the State has recognized the need to provide additional support for selected programs of strategic importance to California. These include Agriculture, Engineering, Computer Science, Nursing and Biotechnology, which generally attract quality applicants and are in high demand from both students and employers, but cost more than other programs. Cal Poly clearly benefits from this allocation and supports the commitment of the Chancellor and Trustees to triple future funding for these strategic programs as a permanent addition to campus base budgets.

The Board of Trustees has identified support for workforce preparation in its budget within the framework of the current partnership between the CSU and the Governor and Legislature. Thus, this expanded level of funding will not require supplemental appropriations. Our analysis shows that Cal Poly's share of these funds will not fully close the gap between recent levels of CSU support and actual program costs. Nevertheless, the Workforce Initiative represents an important step because it recognizes the large state investment required to support polytechnic programs such as those at Cal Poly.

As we have developed the Master Plan and expect to proceed with its implementation, we clearly acknowledge funding issues - indeed they apply to both capital and operating budgets. I would like to call the following sections of the Master Plan to your attention, where we have addressed these issues.

- Chapter 2, Guiding Framework, includes a series of challenges the University faces with the Master Plan. Question number 7, on page 15 recognizes limited operating and capital budgets. A marginal note on that page further acknowledges the concerns of the Senate and DEPAAC.
- Later, in Chapter 7, Implementation, the Master Plan again discusses funding and phasing. On pages 330-331, the Plan refers to the need to obtain both operating and capital funds for each phase of implementation. Experience during the past two decades demonstrates that the CSU will not ask a campus to enroll more students than its physical capacity can support. Thus, we are asking for concurrent increases in capital and operating budgets to support future enrollment proposed in the Master Plan.

In Resolution AS-547-00/B&LRPC, Resolution on Operational Methods to Monitor and Maintain Academic Quality in the Face of Potential Enrollment Growth, the Senate calls for development of methods and measures to monitor academic quality. As noted in the resolution, the Budget and Long-Range Planning Committee should continue in this initiative, working with the Office of Academic Programs, so as to connect with the different accountability and assessment efforts underway on campus. The more we are able to describe and evaluate academic quality as we interpret it at Cal Poly, the better off we will be in finding the means to sustain and improve academic quality in the future.

In conclusion, I think it is important to emphasize the role of a Master Plan. It is designed to establish the principles and guidelines for future campus development, including enrollment growth, and then depends on a series of subsequent actions for any implementation to occur. In other words, it serves to enable the campus to secure our own future on our own terms. This is an important endeavor that we are looking forward to sharing with the Board of Trustees in 2001.