



Date: 6 June 2011

To: Rachel Fernflores, Chair, Academic Senate

From: Samuel Frame, Chair, Budget and Long Range Planning, Academic Senate

Subject: Budget and Long Range Planning Quarterly Report, Spring/Year-end 2011

The Budget and Long Range Planning Committee (BLRP) had two official meetings during the 2011 Spring quarter. There were a total of four official BLRP meetings during the 2010-2011 academic year. Below lists the work that BLRP has completed this year.

- Provided representation on the WASC-Senate committee on the Teacher-Scholar Model
- Provided representation on the Deans Admission Advisory Council
- Developed BLRP's Procedures and Guidelines
- Worked to define the role of BLRP, including faculty governance and budget advisory powers
- Took a member survey to better understand what the current members learn from and bring to the committee

This report includes the results of the survey of BLRP voting members, comments from BLRP members about the role of BLRP, member comments about budget transparency and faculty advisory powers, the current draft of BLRP's procedures and guidelines which have been submitted to the Executive Committee for consideration, and the minutes from the Spring meetings.

For 2010-2011, the Executive Committee (EC) charged BLRP with three main business items, which are listed below.

- Resolution on what it means to have advisory powers concerning the budget and what is meant by "budget transparency" (what are the expectations of the committee and what would the committee like to bring to discussions about the budget? Relationship to advancement?)
- Mode and Level calculations (as fine grained as is reasonable)
- Revise, as deemed appropriate to committee and within reason, the charge of 2009-2010 (how many courses can we afford to teach), and carry out

BLRP was unable to complete these items for various reasons. The remainder of this report details the reasons why BLRP was not able to complete these business items (in the above order), and suggestions about the role of BLRP and future charges it is given.

The resolution on the budget advisory powers was discussed at three of the four meetings. The members all contributed valuable and productive content to the discussion, including comments about the definition and role of BLRP. At present, the members are not able to collectively define

the committee's role, and the functionality of BLRP remains unclear. It is not possible to effectively propose a resolution which largely reflects and relies on the currently unclear role of BLRP. The members support requesting and obtaining input about BLRP's desired role from the Faculty by way of the Academic Senate retreat in Fall 2011. When the role of BLRP becomes more clearly defined, the committee will be in a much better position to offer a resolution to the Senate.

Prior to the start of the Fall 2010 term, the BLRP chair (Frame) and the Academic Senate chair (Fernflores) met with members of the administration (Koob, Ikeda) to talk about the technical charges for BLRP. It was conveyed that administration was already efforting a mode and level analysis (led by Brent Goodman), and the results of the mode and level analysis would be made available to BLRP when complete. Goodman was invited to the last BLRP meeting to discuss his analysis, but was unable to attend due to illness. The Dean's Council met the following week to review his analysis. Subsequently, it was decided that his analysis was not to be disseminated to BLRP. Koob approved the following to be included in this report to explain this decision: *At the request of the provost and deans, Institutional planning and analysis provided data analysis involving mode and level budget allocation methods to help them ascertain where they were historically in terms of their budget situations and how they got to their current state. After reviewing the data, it was decided that mode and level may not be the ideal way to allocate funds as it is, in a sense, pointing backwards rather than taking Cal Poly forward. Therefore, they would like to focus resources on investigating other means of allocating funds that are more forward thinking and geared towards the university as a whole rather than individual situations or curiosities.*

The 2009-2010 BLRP effort to calculate the cost of instruction was done using basic summaries provided by administration. Continuation of the 2009-2010 charge to calculate the cost of instruction was discussed at the first meeting of the year. It became clear that BLRP did not understand this charge clearly and with enough specificity to effectively engage administrative personnel to acquire the needed data. It is clear that BLRP cannot address technical charges such as this without the guidance and support of administration. It is unknown if this charge has been efforted by administration.

Dr. Charlie Crabb has been tasked by administration to analyze the space usage at Cal Poly. Crabb presented his initial findings to BLRP at the Winter 2010 meeting. Further dissemination of his analysis will be done through the Academic Space Advisory Committee. BLRP hopes to engage this committee or Crabb directly, BLRP would like to be knowledgeable about the space analysis, and be able to provide faculty with information when requested. Crabb has volunteered to brief BLRP in Fall 2011.

Dr. Brian Tietje, Dean of Continuing Education, has offered to help BLRP engage the Faculty and administration. Tietje has experience with broad, strategic matters. He has experience with drivers of instructional costs, the conflicting metrics of SCU's vs. WTU's, the mode and level allocation model, indirect cost recovery models within public institutions, and the continuing ed/self support business model. BLRP hopes that Tietje will be able to interact with BLRP, and provide better communication between administration and the Senate.

Koob attended the last meeting of the year to offer his input about the role and charges of BLRP. Koob's suggestions are listed below.

- Create an effective and fair benchmark to assist in equitable distribution of public funding.
- Help the administration to understand what faculty can do to mitigate the decreasing budget situation and to help reshape curriculum so that it is fiscally responsible.
- The faculty posture on diminishing public support, and what faculty might do to help off-set

the decline.

Notice these suggestions are markedly different from the charges in recent years. In particular, these suggested charges are not as technical and may require less interaction with technical personnel within administration. However, BLRP will have to positively and productively engage higher level administration and academic officials in order to adequately address these suggested charges.

This year has been very educational for BLRP. The members now understand and agree that the role of BLRP is unclear, and that BLRP is incapable of adequately and practically addressing technical charges without the training, support, and engagement of administration. BLRP requests input and guidance from the Faculty, by way of the Senate, to clarify and define the role of BLRP. BLRP recommends that any future technical charges be set consistent with the structure and role of BLRP, and without duplicating or directing administrative efforts. Rather, BLRP should support the administration's efforts, and disseminate further information to the Faculty as needed and requested.

Budget and Long Range Planning Committee
California Polytechnic State University
BLRP Voting Member Survey
Spring 2011

- Do you usually read the budget update from Provost Koob and VP Kelley?
 - No: 0
 - Yes: 4

- Do you usually understand the budget update from Provost Koob and VP Kelley?
 - No: 0
 - Yes: 3
 - Sometimes: 1

- Does your role as a BLRP member help to increase your understanding of the budget update from Provost Koob and VP Kelley?
 - No: 1
 - Yes: 3

- Could you explain budget issues and decisions to other faculty, in more detail and with more specificity than what is published in budget update from Provost Koob and VP Kelley?
 - No: 1
 - Yes: 1
 - Sort of: 1
 - To a certain extent: 1

Comments:

- Sort of. They have the original data, but sometimes they don't explain the intricacies in those emails.
- Yes, in some cases I could provide some more information. However, I do not feel confident that I could answer many questions that faculty may ask. This is because I feel like I only understand some components of the budget. I don't understand the big picture. Also I don't understand how many of the components fit together. I don't understand/know how decisions are made, who makes those decisions. I don't understand the full implications of decisions that are made. (For example, I probably wouldn't be able to recognize all of the consequences (including the unintended consequences) of decisions that are made.)

- Do you feel as though the administration engages BLRP to give further information about the budget that faculty need/want to know?
 - No: 1
 - Yes: 2
 - Sort of: 1

Comments:

- I think the information that is given is sometimes limited.
- Superficially, yes, but we haven't yet defined what the overall structure of advise and consent looks like, so whatever engagement occurs is without much context, and therefore isn't that valuable.
- Sort of. I think Provost Koob and Kimi Ikeda have been helpful, but nobody has prepared any sort of overall summary of the campus budget. So it is hard to get the big picture, even with their assistance. I don't know for sure, but it surprises me that VP Kelley has not tried to get to know us at all.
- Making the dashboard available was helpful. The folks from administration that have attended the BLRP meeting have answered questions they have been asked and, I believe, have tried to be helpful (especially Kimi). There have only been a few topics where I felt we didn't get adequate answers.

- Are there strengths and skills you bring to BLRP which are not being utilized? If so, which?
 - No: 2
 - Yes: 2

Comments:

- I think have the ability to communicate well with many different constituencies on campus including faculty, staff, students, and administration.
- I have been too busy to provide much assistance, so the answer is yes, but it is my fault and not the committees.

- Are you willing to learn more about budget issues on behalf of the faculty? If so, which?
 - No: 0
 - Yes: 4

Comments:

- I would like to know how decisions are made with regards to divvying up resources to each College and departments (who is involved in these decisions).
- Yes, but it's hard to say which without a larger perspective, which I don't have.
- I would like to help the campus prepare a complete summary of all major \$\$ sources and sinks. The Energy Information Administration prepares graphs (see attached) which I think we should use as a framework. I would happily help develop these, but only if the entire campus (state side and affiliates) supports the effort. Right now, there is very little support for such an effort.
- Any of them

Budget and Long Range Planning Committee
California Polytechnic State University

What can the rest of the faculty, the Senate, and/or administration do to help define the role and charges for BLRP?

- From a one member:
 1. We set our initial goals too broadly/vaguely
 2. The committee spends too much time talking and not enough time doing
 3. We need to reduce the scope of the committee to address only the costs and long range planning associated with curricular changes (because there is not sufficient support from others to have a scope any larger than this)
 4. Addressing budgetary issues beyond curricular decisions would only be possible with a dramatic change in philosophy of the upper administration.
 5. The administration would appreciate it if the BLRP committee made the tough decisions that the Deans are unwilling to do. At our last meeting, Provost Koob clearly asked us to address several concerns which really are the responsibility of the Deans. But I assume it is easier to have faculty make the hard decisions.
 6. My impression is that the campus is interested in making our curriculum as efficient as possible, but does not put the same effort into making other aspects of the campus equally efficient. Provost Koob is correct that many \$\$ sources cannot be transferred into the classroom, but that does not mean that improved efficiency in the usage of those \$\$ is irrelevant.
- My suggestion is to set up an electronic suggestion box (with a voting component) to monitor feedback. This can be done once in a while or on an ongoing basis, see www.dialogr.com as an example. Given the potential budget crisis, we could use a simple way to connect with faculty.
- I think it is important to try and find some sort of balance between what the Provost thinks would be a good role of the BLRP (find out how many courses we can afford to teach) and find out from other Senators what information they would like on the budget. I think a good question to the Senate would be: What type of information would you like the BLRP committee to be able to explain to you regarding the budget? This way we find out what the senators want as well.
- Help BLRP define its role by posing a list of the questions of a budgetary/fiscal/monetary nature that, if answered, would provide meaningful direction to campus decision makers. For example, if I were a member of a faculty curriculum committee, I would want to know what the relative cost of instruction is for different modes of course delivery (e.g., large vs. small lecture, labs, studios, senior projects, independent studies, graduate courses) when making important decisions about a program's future curriculum. The basic structure of guidance, therefore, would be "If BLRP could help answer this question [insert question here], I would be better equipped to make important decisions about [insert type of decision here]."

Budget and Long Range Planning Committee
California Polytechnic State University
Member Comments on Budget Transparency and Faculty Advisory Powers

- Monitor issues concerning how the budget is implemented on campus on an ongoing basis in order to identify areas of concern
- The BLRP should regularly meet with the administration to hear reports on current budget matters, as well as pursue other means of gathering information, in order to identify areas of budgetary concern for faculty.
- The Constitution of the faculty includes "consultation on budget policy" as one of its advisory powers. If you were to take a strict reading, it would be important to note that consultation is not reporting on decisions already made. In order for consultation to not be meaningless, it would have to take place before a decision is made.
- BLRP should be able to explain where/when/how the important budgetary decisions are made, including allocation of funds from the general fund. A rep from BLRP (such as the chair) should be present for these discussions.
- BLRP might start a conversation with the administration to first talk about whether "consultation" really does mean a discussion before a decision happens, and, if so, define exactly what that consultation would look like, and, if not, what "consultation" then means.
- I think that making much of the budget information available online was an important step. I think some of us on the committee still have some trouble understanding many of the numbers, though. I don't know that the general faculty know this information is available online. Should its existence be made more widely known? However, would we (committee members) be prepared/knowledgeable enough to answer questions about it?
- I think it would be useful to have a clearer understanding of which parts of the budget are flexible and which parts are not. In this way we (on the committee and among the faculty in general) would know where choices can be made. I don't think that this would necessarily appear in this document however.
- While the Cal Poly budget contains a myriad of details, there should be efforts made to allow individuals on and off campus to at least understand the budget in simple terms. The Budget and Long Range Planning Committee should understand the budget in these terms and be able to explain it to others. For example, I should be able to tell others what Cal Poly's budget is and how it is broken down. As a member of the BLRP I should also understand the budget at a deeper level as well. I should be able to communicate which funds are fungible and which are not, I should understand the model the Provost uses to disperse funds to the colleges, and I should be able to access the Dashboards and retrieve information I need or want to look at.
- Having representation on other related committees; and then bring the information to BLRP for consideration.
- Flow from committee to faculty, time at Senate for discussion.

Procedural Guidelines for the Academic Senate
Budget and Long Range Planning Committee

Responsibilities

The Constitution of the Faculty states, "joint decision making and consultation between the administration and the General Faculty have been recognized by the legislature of the State of California as the long accepted manner of governing institutions of higher learning and are essential to the educational missions of such institutions. [T]he Academic Senate is empowered to exercise all legislative and advisory powers on behalf of the General Faculty. Advisory powers shall include, but not be limited to consultation on budget policy, administrative appointments, determination of campus administrative policy, University organization, and facilities use and planning."

The Budget and Long Range Planning Committee (hereafter BLRP) shall review and make recommendations concerning policy for the allocation of budgeted resources and long range planning decisions. BLRP shall have representation on bodies formed to review the mechanisms by which campuswide resource allocations are made. BLRP shall work cooperatively and in consultation with administrative departments, units, representatives, and staff members. Budget and long range planning tasks assigned to specific, standing committees of the Academic Senate fall within the purview of BLRP. BLRP shall continuously develop and maintain definitions of budget transparency and faculty consultation on budget and long range planning issues.

Business items may be given to BLRP by the Academic Senate, Executive Committee, and/or the Senate Chair. BLRP may send to the Executive Committee a recommendation in the form of a draft resolution in order that it be placed on the Academic Senate's agenda. BLRP's recommendations shall not be considered policy statements until formally approved by the Senate and/or Executive Committee.

Membership

Shall include on voting General Faculty representative from each college and PCS. Ex officio members shall be an ASI representative, Vice Provost/Vice President for Academic Affairs or designee, and Vice President for Administration & Finance or designee.

Responsibilities of the Chair

The BLRP Chair (hereafter the Chair) is responsible for scheduling meetings, setting an agenda, and conducting all meetings. After each meeting, the Chair will provide meeting minutes, including votes taken by BLRP on business items. At the end of each quarter, the Chair will submit a report to the Senate Office including a summary of the BLRP's work and accomplishments. At the end of each academic year, the Chair will conduct an annual review of BLRP's work and accomplishments, and provide an evaluation on how they fit within BLRP's responsibilities.

Meetings

BLRP shall meet at least once per quarter. Meetings shall be scheduled during normal work hours. Notification of meetings shall be sent at least five working days before the meeting date. BLRP may establish agreed regular meeting times, and a regular meeting time shall constitute notice. A quorum is required to conduct business. A simple majority of the voting members shall constitute a quorum for a meeting. A vote by the majority of the voting members attending a meeting constitutes the recommendation of BLRP. Voting shall take place by a show of hands

unless one attending member requests a secret ballot. Electronic meetings may be conducted as described in AS-721-10.

Reporting

Unless otherwise requested by the voting members of BLRP and/or the Chair *ex ante*, the Chair will develop deliverables (eg minutes, reports, and recommendations) with the implied consent of BLRP voting members. *Ex post*, BLRP may vote to require the Chair to revise any deliverables. BLRP must vote to approve the revisions. Minority opinions also may be filed with the Academic Senate. All meeting minutes, reports, and minority opinions will be made available to the General Faculty by way of the Academic Senate.

Dated: Spring 2011

Budget and Long Range Planning Committee
California Polytechnic State University
Wednesday 06 April 2011
Meeting Minutes

- Attendance: Brancart, Carson, Danes, Frame, Kirk, Machado, Ramirez, Rinzler, Stephens
- Announcements
 - The next BLRP meeting will be Tuesday 26 April 2011, 03:10-04:00, 38-114
 - Brent Goodman will attend the next BLRP meeting to give an update on his mode/level analysis. Frame will distribute example materials via email prior to the meeting.
- The members discussed the current draft of the procedures and guidelines. Frame asked the members if content about interaction with administration should be added. The members discussed this, and Rinzler suggested adding content to the Responsibilities section of the draft.
- The members asked Frame to investigate other committees related to BLRP, particularly the University Planning and Budget Advisory Committee. Machado volunteered to investigate other committees which have ASI representation.
- The members discussed using budget transparency and faculty governance as the theme of the the 2011 Academic Senate retreat. Various suggests for formats were made including small groups discussions possibly by caucus, and using online tools.

Next Meeting: Wednesday 18 May 2011

Budget and Long Range Planning Committee
California Polytechnic State University
Wednesday 18 May 2011
Meeting Minutes

- Attendance: Brancart, Danes, Frame, Kean, Kirk, Koob, Stephens
- Announcements
 - Brent Goodman was unable to attend the meeting to give his mode/level analysis due to illness. The materials he was going to present will be distributed electronically, after the deans council meeting and final changes.
 - Crabtree's space/facilities analysis is almost complete, and there is a committee being to discuss the results. Frame will inquire about the composition of the committee so that BLRP can learn about the results.
 - Frame took a survey of the BLRP voting members to better understand how BLRP helps the members to understand the budget and the decision making process. The survey results will be distributed to all BLRP members, the chair of the Academic Senate, and Provost Koob. It will also be included in BLRP's year end report.
- Provost Bob Koob came to give his input to help define the role of BLRP. His suggestions are listed below.
 - (1) Create an effective and fair benchmark to assist in equitable distribution of public funding.
 - (2) Help the administration to understand what faculty are willing to do mitigate decreasing budget situation to help reshape curriculum so that it is fiscally responsible.
 - (3) The faculty posture on diminishing public support, and what faculty might be able to do to help off-set the decline.

Next Meeting: Fall 2011