



State of California
Memorandum

Date: June 3, 2002

To: College of Science and Mathematics College-Based Fee Consultative Committee

From: Philip S. Bailey, Dean

College of Science and Mathematics

Subject: Final Distribution of 2002-03 Fee Revenues

Plans for Implementation of Department Proposals

Thank you for our meetings at 7AM the past two Tuesdays. I found them to be very productive and exemplified by clear and critical thinking, responsible participation, and sincere feelings for quality of education provided in all departments in the College of Science and Mathematics. I want to express my appreciation to all students, faculty members and staff members who participated in the consultative process at any level and ask the department chairs to convey this sentiment along with a copy of this memo.

This memo conveys my final decisions on allocations and guidelines for expenditure, presents some general considerations I used in arriving at the allocations, and discusses some ideas for the future.

Distribution of Fee Revenues

1. **Estimate of Revenues:** The College of Science and Mathematics will have 1700-1800 students majoring in the College in fall, 2002; the University target for the College is 1789. Enrollment generally decreases each succeeding quarter (for example for 2001-02, the FWS enrollment was 1778, 1739, 1691 respectively). Full time students will pay \$200/quarter and part time students, \$100/quarter; I don't know the ratio of full to part time. If we estimate an average of 1700 full time equivalent student per quarter, the estimated revenue is slightly in excess of one million dollars. In subsequent years, summer revenues will also be realized.

2. Distribution of Fee Revenues

Biological Sciences	\$400,000
Chemistry and Biochemistry	\$145,000
Kinesiology	\$200,000
Mathematics	\$105,000
Physics	\$120,000
Statistics	\$30,000
Total	\$1,000,000

Additional Allocations: It is likely that there may be some revenues in addition to the \$1,000,000 allocation. The first \$30,000 will be allocated to the Department of Chemistry and Biochemistry as I would have done this in the first million dollars if it had been available. Revenues after this (little is expected) will be used to complete projects within departments.

Considerations in Expenditure of Fee Revenues

1. **Departmental Autonomy:** The departments will receive a dollar allocation and will be authorized to spend it consistent with the intent of their proposals. They can re-prioritize or change aspects of the proposal (for example, substitute one piece of equipment for another) with appropriate consultation.
2. **Appropriate Consultation:** Each department should determine the extent of consultation required in implementation of the proposal. I would assume that minor deviations will be allowed the department chair without consultation but major deviations, such as substitution of an expensive piece of equipment for another or a major change in priorities of categories, will be subject to consultation.
3. **Immediate but Phased Expenditures:** It is important that students recognize benefits of the college-based fee as soon as possible next year. For example, I encourage you to order equipment or begin a summer student research program with state money as soon as the state budget is available this summer and reimburse with fee revenues later. However, until we can accurately estimate the probable fee revenues, we should limit our initial expenditures to 75% of the allocation.
4. **Expenditures to Benefit Science and Mathematics Majors:** The fee is paid by and should primarily benefit students majoring in the College of Science and Mathematics. Because of the nature of the College this is not 100% possible but it is important that the departmental expenditures be directed for maximum benefit to our majors.
5. **Efficiency and Value in All Expenditures:** In both our college-based fee revenues and our state budget, we should be aware of achieving value and efficiency in our expenditures.
6. **Communication:** Department proposals need to be put into a concise and understandable format suitable for posting on the college website before spring quarter final exams. During the 2002-03 calendar year, departments will make periodic (at least monthly) updates on progress on expenditures and implementation of the plan. Please send us something that we can post as soon as possible. We can improve and standardize later but I would really like to have something up before the students leave for the summer.

Considerations Used in Determining Allocations

To arrive at a distribution of the expected revenues for 2002-03 in a clearly meaningful way was difficult. It was difficult in that the needs of the departments are quite apparent and often represent chronic deficiencies in budget. In addition the priorities set by the departments in their proposals were clear and sensible. I arrived at the distribution described earlier based on consultation and the following general considerations.

1. **Distinction in Each Department:** It is important that each department realize a sufficient share of the revenues to make a difference in 2002-03 and to begin the path towards building a program that is both distinctive and distinguished. It will become more apparent with time how this will happen. Initially it is clear that the laboratory departments can become national leaders in the opportunities our students will have with modern and continually upgraded equipment and instrumentation. All departments have the potential to develop innovative pedagogical and curricular programs and special approaches to faculty mentored student research.

2. **Instructional Equipment and Instrumentation:** The College of Science and Mathematics has purchased relatively little equipment in the past dozen years and this situation is clearly reflected in the proposals from the laboratory departments. Prior to 1989, equipment money was limited and during the 1990's it became virtually non-existent. Much of existing equipment was purchased during new construction projects that were accompanied by fairly generous amounts of equipment funds. Here are some serious concerns based on the most recent new construction in the College of Science and Mathematics:
 - **Physics Department:** No new facilities have been constructed for this department in almost half a century, since the completion of Building 52 in the 1950's. Consequently the department has not had the opportunity to purchase equipment with funds accompanying new construction.
 - **Biological Sciences Department:** The Biological Sciences Department occupied Fisher Hall in the mid-1970's and received equipment funds for use in the building. This building was constructed on a minimum budget and both furniture and equipment were moved from Building 52 following construction.
 - **Department of Chemistry and Biochemistry:** The B and C wings of Building 52 were remodeled in the late 70's/early 80's for the Department of Chemistry and Biochemistry and much fine equipment was obtained. However, this was a quarter of a century ago.
 - **Kinesiology Department:** This department has the most recent new facilities as its new building was completed within the past decade. However, it was constructed during a recession and the equipment in the department is in need of replacement and upgrading.

3. **Faculty Development:** The continuous development of our faculty over their careers is crucial to the health and well being of our university. All departments recognized this in their proposals. However, with pressing and chronic needs in other areas and with the realization that to return to a true culture of faculty travel will require time, the funds recommended in this area were somewhat limited. However, the department chairs are confident that they will be able to support travel of the approximately 50 faculty members hired in the past eight years and all other professionally active faculty members through a combination of the college-based fee, state funded operating expense, and discretionary money from donations. It was inspiring to see the support for start-up funds needed by new faculty members in many of the proposals.

4. **Student Research:** All departments recognized the importance of undergraduate research in their proposals and that this is an important priority of the College of Science and Mathematics. The departments with MS programs also included graduate research in their plans. These priorities were expressed in financial support for senior projects and graduate research, funds for student travel to national and regional professional meetings to make presentations, proposals for purchase of scientific equipment and instrumentation, and start-up funds for new faculty members to assist them in finding the time and securing the materials needed to begin developing strong student research programs. Of particular interest to me was the proposal from the Mathematics Department for a locally funded summer research program for Cal Poly students modeled after the NSF-REU program. A similar proposal was submitted by the Physics Department.

5. **Access to Classes:** All departments have proposed funds for access to classes or to promote flexibility in the curriculum by offering some courses more frequently. This is very important. To the extent this can be accomplished with state funds, we will do this according to departmental plans and thus free some college-based fee revenues for other purposes.

6. **Proportionate Share:** The originally described fee proposal for the College of Science and Mathematics was not based on direct deposit of fee revenues into department accounts nor did it suggest that fees would be allocated to departments according to head count of majors. The concept was of the College of Science and Mathematics as a community, not merely a collection of six departments. It is important that the college-based fee revenues be distributed over the years in a way that allows each department to achieve distinction regardless of relative size of the faculty, numbers of majors, or program cost. Despite this expression of high purpose, I realize that the concept will take some time to become fully accepted and understood and thus proportionate share was a consideration during this cycle.

7. **Other Considerations:**
 - **Achieving a Sustainable Difference:** Funding at Cal Poly has been inadequate for an extended period of time. It will take several years of college-based fee revenue expenditures to “catch up” and develop sustainable programs.
 - **Student Recognition of Fee Support:** The College of Science and Mathematics had the largest turnout during the voting period last quarter and the highest approval rating for the college-based fee. The consultation process at the department levels has been of high quality and sincere. The submitted proposals excellently identify needs and solutions. It is important in distribution of fee revenues that students in each department recognize benefits from expenditure of fee revenues.

Future Considerations

1. **Future Consultation:** Early in fall quarter 2002, each department will develop a consultative committee of faculty and students to serve for the 2002-03 academic year. The committees will have the following two charges:
 - Monitor progress in implementing the 2002-03 plans and provide consultation for major changes to the plans.
 - Develop the 2003-04 department plans. This effort should begin no later than winter quarter.
2. **Interdisciplinary Considerations**
 - **Interdepartmental Cooperation:** Next year we should develop guidelines and opportunities for interdepartmental cooperation on shared priorities and on expenditures by one department that significantly benefits another.
 - **Intercollege Cooperation:** Next year we should take opportunities to solicit cooperation from other colleges to provide funds for meeting their needs in GEB and support courses in the College of Science and Mathematics that cannot adequately be met with state funds. Examples: (a) meeting enrollment demands that cannot be met with state funds and Cal Poly Plan allocations; (b) purchasing equipment for the studio classroom designated for General Chemistry for Engineers; (c) deriving support from the Liberal Studies program fee revenues whose students' major curriculum is not in a designated department but consists primarily of courses in the College of Science and Mathematics and the College of Liberal Arts.
3. **Accountability:** It is important that we develop measures to assure reasonable accountability.