

October 26, 2016

Colleagues,

I am writing to clarify some of the questions raised regarding the decision to maintain CSUSB's policy on direct instructional assignments. As I previously mentioned, I realize that many of you might be disappointed with the outcome of the decision to retain a CSU standard 4/4 teaching load. I want to reiterate that there has been tremendous reassigned time provided in the quarter system, yielding an average of 2.6 course releases. The \$7+ million in funding for this area is not projected to change as we transition to the semester system.

The letter questioned how the course release numbers were derived. This was a manual procedure in which every college budget manager was asked to write down all reassigned time provided for tenured/tenure-track faculty in their colleges. This was an arduous process and, as a result, we are automating this information both for efficiency and transparency. From my preliminary analysis, CSUSB has a wide range of variability for release time in the colleges. I am working with the deans on processes that account for supervision of graduate students' theses, projects, and independent studies. I am also looking at size of classes and double counting of course sections. These decisions, however, will ultimately be at the deans' discretion.

The decision to retain a 4/4 workload policy was made with consultation with the academic community. The Faculty Senate and the Quarter-to-Semester (Q2S) Steering committee did recommend a 3/3 teaching baseline. I have been informed that, over the past year, the Q2S Steering Committee requested the Division of Administration and Finance assist them with analyzing the financial impact of various reduced faculty workload scenarios after our transition to semesters. The budget/finance team analyzed the proposal very carefully, addressing how setting a 3/3 baseline would impact all aspects of the campus. As detailed in a message from VP/CFO Doug Freer to the campus community, new allocations towards reduced base faculty workload are simply not possible based on our current financial standing. To say that the recommendation was "ignored" is, at a minimum, incorrect; the 4/4 decision was made within the restrictions of our current state budget. The state budget has very serious implications for our work at the CSU, creating challenges on all campuses. We are the second lowest funded university in the CSU, and from that funding we must ensure student support and success, ensure faculty support and success, support our staff, and maintain and ensure adequate facilities in order to meet our needs. I am very happy to partner with faculty and student leadership to advocate for increased funding for our campus.

Consistent with HEERA, CSUSB has consulted with the Academic Senate on the issue of

909.537.5024 • fax: 909.537.7015

[5500 UNIVERSITY PARKWAY, SAN BERNARDINO, CA 92407-2393](http://www.csusb.edu)

campus workload, but any negotiable issues that are properly within the scope of representation, or which have reasonably foreseeable impacts on the same, are subject to the collective bargaining meet and confer process. CSUSB takes the position that the substantive issue of workload is covered by Article 20 of the current CSU/CFA Collective Bargaining Agreement, and that everything that CSUSB is proposing around conversion is entirely consistent with Article 20. This is obviously not the first time that this conversation has taken place, and I am mindful of the fact that other CSU campuses have transitioned to semesters using precisely the same approach being proposed by CSUSB in respect of converting individual faculty workload assignments.

I fully respect your right to call a full faculty meeting to discuss this topic. However, in order to meet with the greatest number of faculty, I am planning to schedule meetings with department chairs and the faculty members in each department in order to hear their specific concerns and ensure that our processes, moving forward, are equitable and transparent. I look forward to listening to each of the faculty about their experiences at CSUSB, so that we can continue to have a work environment that flourishes. I am also mindful of the fact that some of the issues being raised by the Faculty Senate Executive Committee could be construed as being negotiable issues that are within the scope of representation. Accordingly, I have requested that the Chancellor's Office formally notify CFA that we are in the process of conversion and ascertain whether or not they wish to meet and confer over any reasonably foreseeable negotiable impacts of this decision. I have been informed that this was the process that was used to deal with collective bargaining issues during the CSU Los Angeles conversion process, and that this is what is currently happening at East Bay and Bakersfield.

Please forgive me in advance for not responding to additional e-mails regarding this matter. I am working very diligently to move this campus forward in a collegial, systematic way, within the constraints of a budget over which I have little control. I worked on a campus with a 4/4 teaching load and observed a vibrant teaching, research, and publication life on the part of the faculty. Those that participated in service, research or otherwise had reduced workloads.

I look forward to partnering with you to implement some of these best practices in a methodical manner.

Thank you,
Shari McMahan, Ph.D.
Provost and Vice President for Academic Affairs