

May 2, 2025

Dear Faculty Colleagues:

As you all are well aware by now, we are in the midst of resizing our institution to strengthen our purpose in educating working Californians and ensure our fiscal sustainability, due to significant enrollment and budgetary challenges. Additionally, we have informed the California Faculty Association that we *may* need to go to layoffs, if we are unable to otherwise meet our budgetary reductions. We have, for the past two years, been engaging in a multitude of methods to avoid this outcome. I've become aware that the communication about these approaches might be reaching you unevenly. Thus, in order to minimize confusion and ensure everyone's participation and awareness, I write to you all to summarize these approaches and to make sure there is clarity about expectations through this process.

The particular decisions about which or how many of these measures need to be taken within individual departments will be managed at the college level. The Provost's Office is actively providing acting guidance to deans on how to fulfill the budget gap with as little damage to students as possible. As difficult as this work continues to be, I ask that we work together as best as possible in our commitment to serve students as an accessible regional comprehensive university.

Deans have been instructed in the following ways. Many departments are well underway implementing some or all of the measures below.

1. Implement curricular revisions across the college to streamline and update degree programs, including the discontinuance of programs that are not fiscally viable nor supported by adequate enrollments. While a Senate committee has been tasked with assessing discontinuance options, it should not preclude work that can and is already happening in departments. With decreasing lecturer faculty budgets, we must think more strategically about what courses are necessary for a degree in each program.
2. Review and reduce assigned time.
3. We are having T/TT and 1.0 lecturer faculty from departments with lower enrollment demand teach classes outside of their departments in higher demand areas in general education to fill instructional gaps. Departments with a need to share their faculty should consult first with their colleges to ensure that necessary sections are staffed before collaborating with departments outside the college (although the latter is encouraged, in general). The Office of Faculty Affairs has shared a spreadsheet with the chairs in which departments can list their needs and/or faculty available to teach outside their dept or college.

4. We must increase our student faculty ratio (SFR) since we are currently in the bottom third of all CSU campuses with the ratio of 1:29.6. We sit amongst a number of campuses that are also facing financial difficulty. As many of you already know, we have been addressing raising SFR by increasing class size. In cases where class size cannot be increased due to accreditation or other restrictions, faculty will have to teach an additional course. As you know, the teaching expectation across the CSU system is 4 courses per semester (see EPR-76-36, the Chancellor's office guidelines), plus 3 WTUs of service. More and more, we are seeing campuses that are explicitly on a 4:4 teaching load also increasing their class size to accommodate budgetary restrictions even in Southern California. Moreover, the 2 CSU campuses on a 3:3 have a SFR of 1:40.7 at CSU San Marcos and 1:43 at San Diego State University. These two campuses appear to be a model of how to sustain a 3:3 teaching load with higher SFRs.

Below we are presenting class size guidelines adopted from Cal State Los Angeles, a campus similar in size to our campus, yet on a 4:4 teaching load. While there will be some extenuating limitations, the following expectations should be used to create consistency and promote fiscal responsibility. *Where course enrollment norms are currently higher, the expectation is that those enrollment numbers will remain steady.* Deans can request exceptions where warranted based on pedagogical considerations, facilities limitations, accreditation mandates, and health and safety.

Class Capacity:

GE Area 1 and Area 2 Courses: 25 students

All Other GE courses: 49 students

Lower Division Major Courses: 40 students

Upper Division Major Courses: 35 students

Lab and Activities Courses (inc. GE Area 5C): 25 students

Graduate Courses: 25 students

Minimum Class Size:

GE Area 1 and Area 2 Courses: 20 students

All Other GE Courses: 30 students

Lower Division Major Courses: 25 students

Upper Division Major Courses: 20 students

Lab and Activities Courses (including GE Area 5C): 15 students

In community,

A handwritten signature in black ink, appearing to be 'M. J. ...', is written below the text 'In community,'.

Amy Sueyoshi

Provost and Vice President for Academic Affairs

