

July 17, 2009

CPEVC David Kliger
Chancellor's Office

RE: Furlough Plan Implementation

Dear Dave:

The Senate Executive Committee (SEC) met to discuss implementation of the furlough plan that was passed by the Regents yesterday. The plan allows for considerable campus discretion in the implementation of 'furloughs.' SEC offers the following recommendations for creating the furlough calendar for UCSC.

SEC was unanimous in endorsing the principle that, like state employees, the impact of furlough days must be highly visible. For UC this means furloughs must be taken from instructional days. Tucking furlough days entirely into non-instructional periods would give the false impression that business is normal at UC. Given that this is truly an 'emergency' situation, as demonstrated by President Yudof's declaration of a fiscal emergency, then business-as-usual is not warranted---and highly visible furloughs coupled with campus closures are a fully logical response to our current emergency. Additionally, cost savings are likely to be maximized for campus closure on days of instruction, as opposed to piecemeal furloughs. The administration of "common" furlough days is also far more straightforward, as these would be centrally mandated and would not require piecemeal approval by individual managers. Thus, we endorse highly visible campus closure during periods of instruction to achieve significant portions of our allocated furloughs as both recognition of our current fiscal emergency, and as the most fiscally responsible means for achieving cost savings to the campus.

The period of activity that is most common to the greatest number of employees is the academic quarter. With respect to faculty, confining furloughs to non-instructional days is an explicit acceptance that teaching has priority over the faculty's other duties--research and service. Hence, we also view that furloughs during the quarter are the most opportune way of ensuring that research and service expectations for faculty are not impacted in a more fundamental manner than their teaching expectations. Therefore in order to honor the spirit of the furlough, which is to reciprocate reduction in pay with time off, furlough days should most effectively be taken during the academic quarters.

Indeed, budgetary reductions of this scale necessarily impact the instructional mission, so to implement a furlough plan without clear recognition of the effects on instruction of these reductions threatens the University's ability to advocate for the long term resources required to educate the state's population. We understand that you will need to request an exception to the standard University of California academic calendar since this reduction will cause UCSC to fall below the minimum of 146 instruction days for the academic year. The President's authority (SRO 100.4(g)) to grant this exception is delegated to the Provost and Executive Vice President (DA 0556). Given that we are in

an emergency situation, we believe that there is every rationale to grant this exception. Moreover, we note that our current days of instruction lie at the high end of our comparison institutions¹. The proposed reduction we describe below would put UCSC in precise accord with the instructional days of the University of Virginia and the University of Minnesota, and still in excess of those of the University of Michigan and most of the major private institutions.

Table 2(A) of the furlough plan as it appears in Regent's item J2 from their July 2009 meeting delineates seven salary bands with the number of furlough days increasing corresponding to annual compensation. We have been advised by the Academic Personnel Office that academic year faculty salaries begin in band three (\$46,001 – 60,000) with 10 furlough days designated and SEC recommends that this minimum number of 10 days be implemented through campus closures during academic quarters. As we detail below, these 10 days include two non-instructional “student contact” days, and eight days of instruction. More highly paid faculty will still be required to take a larger number of days of furlough, which will be arrived at by agreement. Specifically, we recommend common instructional furloughs on the following days for the 2009-10 academic year:

Proposed furlough days for 2009-10

Fall quarter:

September 21*

November 23, 24, 25 (Thanksgiving week)

Winter quarter:

January 4*, 5 (delay start of winter quarter)

February 12

Spring quarter:

March 29, 30 (delay start of spring quarter)

May 28

*September 21 and January 4 are student contact days, not instruction days

This plan spreads the furlough roughly evenly across the three academic year quarters and approximately equivalently between MWF and TTH classes. For those in higher salary bands that require furlough days in addition to this minimum, SEC believes that days outside the quarter would be acceptable, such as beginning the winter campus closure early, on approximately December 21st.

SEC hopes that the furlough plan will be only a single year in duration. However, we must look beyond this immediate crisis so that the University is strongly positioned to advocate for adequate resources in the future. In all communication on furloughs, the message must be that lack of resources means degradation of UC education in the form of

¹See: http://www.math.toronto.edu/karshon/Length_of_semesters.html#days

reduced instruction of students. Without such publicly visible messages, it is likely that the legislature will also conduct its business as usual, systematically reducing UC's per student funding, and thus further reducing resources to higher education.

Because the budget cuts that produced these furloughs are so damaging to the educational/instructional mission of the university, their impact must be obvious and visible. Yet, at the same time, we recognize the obligation to provide as high quality instruction to our students as is feasible. In this context, the key question is whether the fewer days of instruction will reduce the amount of material covered in the class: if the amount of material covered remains constant, the onus will be on students to conduct more out-of-class work. This is, in many instances, a likely outcome of the proposed cuts in instruction. While we firmly believe that student-faculty contact is difficult to replicate, we also note that faculty and students have become accustomed to fewer TAs and less instructional assistance in their courses. As such, while we recognize that curtailing instructional hours is not optimal, we view this as **yet another** negative outcome of the current fiscal circumstances of the state and the University.

Sincerely,

A handwritten signature in cursive script, appearing to read "Quentin Williams".

Quentin Williams, Chair
Senate Executive Committee

Cc: Chancellor Blumenthal
VC Meredith Michaels
AVC Pamela Peterson