

**MINUTES  
COMMITTEE ON PLANNING AND BUDGET  
Meeting of November 18, 2004**

- Present:** Paul Koch, Don Rothman, Margaret Fitzsimmons, Margaret Morse, John Lynch, Ray Gibbs, Faye Crosby, Alison Galloway, Mary-Beth Harhen, Beth Daniels
- Absent:** (with notice) Onuttom Narayan, Wentai Liu
- Guests:** Interim CPEVC Peggy Delaney, Assistant Provost Charlotte Moreno, VC Meredith Michaels, VC Ron Suduiko, Director Fran Owens, Assistant Director Robin Draper

**Members' Items/Committee Business**

Chair Koch reported on the recent UCPB meeting. Among the issues addressed was the call for reconsideration of the Resolution on Research Funding Sources. The resolution maintains that individual faculty members are free to accept research support from any source, consistent with their individual judgment and University policy. The resolution, which originated at the University Committee on Research Policy was endorsed at the Academic Council in July of 2004, will be sent to the campus Senate divisions for full consideration despite reservations by UCPB.

The committee discussed the resolution proposed by Meister on a UCSC enrollment cap and the LRDP, and raised the following issues. This may be the moment to pause and consider the SFC enrollment cap of 21,000, as "caps" often become "targets". There needs to be a clear distinction between the previous and current administration. Several "where as" clauses have a sniping tone. Will the resolution generate ill will or waste of political capital? The resolution collapses four distinct issues - an enrollment cap, physical planning (LRDP), academic planning (short term and SFC), and the benefits of alerting the incoming administration to the need for an active planning process. CPB briefly considered alternate wording for the resolution and then agreed that the committee as a whole would not take a position on the resolution.

**Consultation with Interim CPEVC Peggy Delaney**

Interim CPEVC Delaney discussed the Master Capital Improvement Program (MCIP) with CPB in light of the anticipated request from UCOP for the campus to cut 10% or approximately \$19 million from our five-year capital program. A strategy for this cut will need to include the following considerations:

- Academic programs
- Life safety issues
- Infrastructure improvements
- Environmental Health and Safety Control

Due to the timing of the anticipated request, it was noted that the cuts would come from the 2006-2010 window. She noted that funds for the Silicon Valley Center are "earmarked" from UCOP.

CPB reviewed the file submitted for the proposed TOE appointment in Astronomy and Astrophysics. Interim CPEVC Delaney clarified that the TOE is for a professor with full teaching responsibility. CPB was convinced that Department's rationale for the appointment fits the criteria for a TOE and that the appointment meshes well with the department's long-range plans. CPB will recommend to CPEVC Delaney that this TOE appointment be approved, pending CAP review.

Interim CPEVC Delaney reviewed the funding model for the Writing Program. CPB will form a sub-committee to explore funding for the program. The sub-committee will request budget, curricular and enrollment data so they can assess if the program is under-funded given its current structure and recommend how to proceed if this is the case.

### **Consultation with University Relations VC Ron Suduiko**

VC Suduiko stated that faculty members are an important constituency for Development and that faculty need to have confidence that University Relations (UR) is productive. CPB will work with VC Suduiko to establish regular reporting mechanisms for Development. CPB acknowledged that presentations to the university community and general public are not an appropriate forum to examine UR performance, and that reports to the Senate should be forthright without damaging UR's ability to fulfill its mission.

CPB noted that in the report to the Senate, UR should report on what portion of fundraising coming to campus that is unrelated to research initiatives linked to faculty. This line of reporting would make the UR effort apparent and increase faculty confidence. VC Suduiko agreed, but noted that UR is involved with virtually all major faculty initiatives, both through coordination and dialogue with foundations and potential donors and in preparation of initiatives. Interim CPEVC Delaney said that the Chancellor sets UR priorities. Addressing questions about UR organizational structure, VC Suduiko explained that half of the development officers report to UR and the other half report directly to the Deans. As a new campus, UCSC cultivated individuals as donors. As a maturing campus, we now approach foundations that require a greater degree of protocol. CPB informed VC Suduiko that there is faculty perception that both UR and the VCR are only interested in the "big money" initiatives (which typically target engineering and the sciences). When approached by faculty requesting help obtaining smaller grants or money from lesser-known sources, there is a perception of a lack of interest by UR and the VCR office. Interim CPEVC Delaney stated that it takes significant work to build relationships with donors and foundations and that it may not be as easy to raise money for issues that are faculty priorities.

VC Suduiko reported that Development personnel have been stable over the past three years. Retention is a challenge, because development is a very competitive field with many opportunities for successful development officers and because UCSC salaries are lower than those at comparison institutions. He has been slowly making salaries competitive while still having to take budget reductions like every other unit on campus. The relationship with the Alumni Council is very positive and Council is more engaged and active in fundraising than ever before. The UCSC Foundation is maturing and fundraising has become a priority. They are looking to align volunteers with divisions for fundraising efforts.