

MINUTES
COMMITTEE ON PLANNING AND BUDGET
Meeting of March 9, 2006

Present: Faye Crosby, Onuttom Narayan, Ray Gibbs, David Evan Jones, Quentin Williams, Ravi Rajan, Don Rothman, Emily Honig, Marina Sarran, Saurabh Mishra, Mary-Beth Harhen

Absent: (with notice) Chair Paul Koch

Guest: VC Planning and Budget Meredith Michaels

Member's Items

The committee discussed the Senate response to the letter sent by faculty regarding FTE planning targets. There was general discussion of CPB processes, including how agendas are set, members agreed to be more direct in communicating with the Chair about the topics and timing of agenda items. CPB members also reaffirmed that all committee views should be reflected, even the minority opinions, and that the output from CPB for important issues must be carefully reviewed and vetted by the committee.

Writing Program External Review Draft Charge

CPB discussed the Writing Program draft charge and will forward their recommendations to Interim Dean Lease.

Consultation with Acting Arts Dean Leta Miller and Assistant Dean Keith Muscutt

The Arts divisional plan is a reflection of the departmental plans. Acting Dean Miller said the process for both the original and the revised plan included wide consultation with the departments. The division identified the highest priority as bringing graduate programs on line. To support graduate students, undergraduate enrollments must be kept up to provide TAships. However, Arts is in a crisis with their Temporary Academic Staffing (TAS) funding. TAS was the only area available for cuts in the last round of budget cuts. With the decentralized of TAS to the Divisions, Arts converted some TAS to ladder rank positions, assuming that more resources (FTE) would become available with the projected enrollment increases.

The conversion of TAS to ladder positions was partly done in response to the External Reviews that raised concerns that students graduate without enough faculty contact. Arts must balance high enrollment General Education classes with the small courses in necessary to deliver arts curriculum. Extra fees which have stayed constant used to cover 50% of the lecturer costs, now only cover 25%. Acting Dean Miller stated they have considered reducing enrollments but are concerned that it would hurt the division. They would not consider this option until there is an enrollment management plan. Arts is heavily dependent on TA-ships for graduate student support and the revised plan assumes modest undergraduate growth to support the grad programs. Arts faculty have been

resourceful in their collaborations with departments outside of the arts but this cannot be a substitute for in-house graduate programs.

Regarding external funding for the Division, Acting Dean Miller said that Film and Digital Media has met with some success by bringing in NSF grants. The Arts Research Institute encourages faculty to get extra money by giving seed funds. The division is looking at private and corporate sources for getting equipment. The Computer Gaming program may generate interest from corporations.

Shakespeare Santa Cruz (SSC) is running an annual deficit of \$250K. Before 1985 it was centrally funded and it came to Arts with a deficit and has not recovered. They are currently using a three-prong approach for planning for the program. First, a consultancy is funded by UR to determine how to raise more revenue. Second, with the SSC development officer, a 2006 self study will help develop strategies to increase ticket revenue. Finally, sponsor a feasibility study on creating an endowment. None of these approaches impacts the 2006 season, but central administration has guaranteed funding for this year.

Consultation with CPEVC Dave Kliger and Assistant Provost Charlotte Moreno

In discussing the CPB Resolution on the 2005 Long Range Development Plan (LRDP) and the Environmental Impact Report (EIR), CPEVC Kliger stated the more important issue is understanding what are the acceptable conditions for growth. He agreed to work with CPB to establish principles for growth. CPEVC Kliger stated that by having the principles in place it will be easier to resist growth and advocate for resources. Coming back to the resolution, CPB noted that once the outer envelope is established it is then difficult to deny growth when the state and the Office of the President mandate it.

Information Technology Services (ITS) was given a five year budget that allowed for increases in recharge rates. CPEVC Kliger was concerned about how divisions and other units would be affected by these increases. He requested VPIT Larry Merkely to explain how the increase in revenue would be used since it is not clear what services are being delivered now or what they would deliver if they got an increase. ITS has submitted a request to hire a consultant to help them establish a long term plan. CPEVC Kliger said that he was not aware of any plan to hire a consultant to advise about upgrades to network services.

He requested of ITS the following information:

1. What are their business objectives? What's the five-year plan?
2. Do the units understand what service level agreements are?
3. Information regarding staffing levels: help desk and desktop support. Asking to redeploy resources to get the help desk up and running.

CPB will review the mid-year ITS report and formulate questions for their future consultation with CPEVC Kliger and VPIT Merkley.

CPEVC Kliger reported the progress on the Graduate Admissions System (GARP). He has pulled together the Graduate Division, ITS, and AIS to clearly understand how

GARP interacts with AIS and hardware problems. He stated that the responsibility for ensuring that GARP functions next year lies at an intersection between the Graduate Dean, ITS and AIS. CPB reiterated their outrage that this system continues to be consistently dysfunctional. They conveyed their sense that this is the consensus of the faculty at large and that there should be administrative accountability.

Consultation with Interim PBSci Dean Steve Thorsett

Replying to CPB questions forwarded in advance, Dean Thorsett stated that Environmental Sciences did not get a lot of attention in the plan because it is an area in which Physical and Biological Sciences (PBSci) is already doing well. Moreover, it is space constrained now and it is not anticipated that there will be expansion soon. For this reason, the hiring for this focus is pushed outside the five year planning window. The original plan pulled together faculty from many departments; the inter-department connections are strong in some areas through IGGP, CDELSI, etc. and the division is doing well in keeping these interactions going. Chemistry has not been active in this way as they are a small department and believe that devoting attention to Environmental Sciences would dilute their efforts. The bridge department is Environmental Toxicology, which does chemistry and environment.

The PBSci division is now at capacity in lecture rooms and only seniors can get into lab sections. The Material Science focus needs a larger condensed matter group in physics, but ultimately this initiative needs to be driven from the School of Engineering. Biomedical science is a logical growth area and UCSC has established a connection with UCSF through QB3. We have leading groups in Biology but need to develop graduate programs.

Regarding the interdisciplinary research unit STEPPES, it has not been particularly successful in getting external funding but it has been successful in supporting graduate education. There are specific development targets in the divisions to raise permanent funds for STEPPES. Interim Dean Thorsett stated that they are looking to pull together STEPPES and Coastal Marine programs.

In answer to CPB's question about faculty diversity, Interim Dean Thorsett stated that PBSci is flat in ratios of women and under represented groups. According to Academic Human Resources (AHR), PBSci is doing well because AHR calculates the pools as less diverse than the Dean believes they actually are. Partner hires are the biggest concern regarding diversity. In PBSci, nearly all the female faculty candidates have faculty partners. Also, success in retaining assistant professors has been variable because salaries are so low here.