

MINUTES
COMMITTEE ON PLANNING AND BUDGET
Meeting of March 16, 2006

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

Absent: (with notice) Saurabh Mishra

Guest: Interim Dean Gary Lease, Interim Dean Michael Hutchison, and AVC Planning and Budget Meredith Michaels

Member's Items

The minutes for 2/16/06 were approved as written and the 2/23/06 minutes were approved with editorial corrections. It was announced that the CPB expressed concern that as predicted, there are a large number of seniors who have not satisfied the W requirement and are unable to get into courses that satisfy W.

Consultation with Interim Humanities Dean Gary Lease

Interim Dean Lease pointed to three general problems in Humanities that are not particular to UCSC:

- Money for the humanities is tight nation-wide. Distribution of funds tends to turn toward science and engineering.
- Humanities is beset by conflict, a long history and recent, intense conflict. There is extreme fragmentation about basic questions such as definitions of fields of study.
- Communication: The Humanities are not good at selling themselves to the administration when making the case about the level of resources needed. This is also true of donors and government agencies.

The Humanities divisional plan varies greatly from the original submission five years ago. Some reasons are:

- Recent turnover in Deans. In the Humanities Division, Chairs serve longer than deans, and Directors of research units serve longer than both Chairs and Deans. This lack of continuity must be taken into account.
- UCSC Humanities has atypical programs and smaller departments. Literature is large and covers many fields, an organization that is atypical. History is small and cannot yet support the depth and breadth needed for AAU membership. Smaller departments like Feminist Studies and American Studies are struggling to support their undergraduate programs while launching graduate programs.

The previous plan had not reconciled department needs and aspirations with available resources. The current planning was conducted within the projected resource envelope.

Addressing CPB's question about graduate programs, Interim Dean Lease stated that a graduate group model would solve the problem of each department having enough faculty resources to support the program. This would allow all faculty to have access to graduate students. The plan provides an analysis of the minimum number of FTE required for a stand-alone, discipline-based department to sustain an undergraduate and a graduate program. Using existing course load and subtracting leaves and retirement, it is difficult to sustain both with less than 12. If growth will yield programs smaller than this, then it is not practical to launch graduate programs without coordination with other departments or divisions. The recruitment plan reflects FTE needed to sustain curriculum or commitments to departments by the former administration. There is a discontinuity between long term planning and real-time operational issues of delivering the curriculum.

Temporary Academic Staffing (TAS) funds come from open positions and the Humanities Division redirects \$200-300K in leave savings to support graduate fellowships and GSRs. Because of the way that the campus has chosen to provide Language and Writing instruction, using lecturers who offer high quality instruction, funds that other campuses have used to help support graduate programs are used at UCSC solely for the undergraduate mission.

Interim Dean Lease described the two alternate strategies mentioned in the plan.

1. Acknowledge impossibility of the funding situation and throw the division at the mercy of the campus. Some department chairs advocated delaying submitting a plan until a new dean was in place.
2. Present plan remains within the resource envelope that spreads resources evenly among the departments so that all departments starve together.

Interim Dean Lease rejected both these strategies and is instead intent on the following other options. Option 1 is to go for Target of Excellence (TOE) appointments to get FTE. Option 2 is to feed areas of excellence and keep enough FTE open to meet needs to finance activities in the division.

Humanities at UCSC has been on the lower end of external research funding for years. Interim Dean Lease cited several reasons. The Division did not have a development officer or expertise to do this. There has been some positive movement in the last few years, with a new development officer who is assisting faculty to develop a culture of fundraising.

Consultation with CPEVC Dave Klinger

CPEVC Klinger stated that the final Long Range Development Plan (LRDP) and Environmental Impact Report (EIR) will not be released far in advance of the Regents meeting at which they are presented. CPB noted that CEQA allows for review of the final LRDP/EIR before final approval. To determine the CPEVC's level of discretion in the timing of the release of the LRDP/EIR, CPB asked if there is a University policy setting the timetable. CPEVC Klinger stated that the timing of the release was based on advice from University Counsel that he felt compelled to accept.

CPEVC Kliger stated there will be serious consequences if the LRDP is not approved - no more enrollment growth on campus beyond 15,000, new enrollment based funding will dry up, and the campus will have to conduct extensive and costly site-specific EIRs for all new buildings, and state funds for enrollment projects will cease.

CPB questioned EVC Kliger about the effect having no LRDP would have on off-campus enrollments, such as the Silicon Valley Center (SVC) and the Education Abroad Program (EAP). Under the 1988 LRDP, we cannot enroll more students for FWS on campus, but we can enroll them off campus or in summer session. It is unrealistic to think there will be 2,000 at SVC, however, since there are only small programs there. If additional enrollments are off campus then it is hard to justify the need for new classrooms on campus. We are already undersubscribed for space according to CPEC standards.

CPB noted that UCSC, like most other UC campuses, did not meet enrollment targets this year. CPB estimates that there is a two-three year window before the FWS on campus enrollments hit 15,000. Since we are not immediately pressed to the limit of the 1988 LRDP, there seems to be time for a careful review. CPB inquired about the "shelf life" of an unapproved LRDP. CPEVC Kliger was not clear on this point and will get back to the committee.

The committee asked CPEVC Kliger what his response would be if the proposed resolution asking for delay in submission of the LRDP was passed by the Senate. He said he would have to advise the chancellor to submit the LRDP in any case.

Consultation with Interim Social Sciences Dean Michael Hutchison and Assistant Dean Marie Logan

Interim Dean Hutchison stated that the Social Sciences (SS) plan was constructed within the resource window offered by the CPEVC and VPAA. The allocations were independent of actual workload, which is high in Social Sciences. He argued that the campus must work on a comprehensive enrollment management strategy. The division can only restrict majors or reduce availability; it is incumbent upon the campus to articulate the curriculum across the divisions.

Enrollments in upper division courses in the division have gone up drastically in some departments. SS has the lowest allocation of TA resources and some departments are depending on undergraduates to do TA work. The problem is not lower division lecture courses, but the upper division classes. Students do General Education work through the divisions but then go to SS to do major requirements. SS has established targets for FTE, but they are not related to workload expectations.

The original plan stressed the excellence of the departments. It had themes, but the revised plan moves away from overarching themes. This plan represents a "bottom-up" vision of the division, not decanal themes. He also noted that there are very new and very mature departments, so it is not appropriate to compare these. There has been significant movement in introducing new graduate programs. Doctoral programs and research excellence have been the drivers for allocation of resources within Social

Sciences. The first priority is to keep commitments to programs that are underway. A program like Community Studies, which needs a lot of resources that are not traditional faculty FTE is a priority, but only 1 FTE was allocated because the support takes other forms.

Interim Dean Hutchison is going back to departments now to discuss clusters and synergies for hiring. Some of the FTE are already committed. Since submission of the revised plan he has also been talking with other deans about joint programs and collaborations. The plan may look like it has parallel or overlapping hires, but departments need to have coordinated hiring to anchor interdisciplinary cluster hires.

The Environmental Studies external review made suggestions about best potential areas for hiring. The Interim Dean looks to the chairs to represent the faculty views. The division supports seven major research centers and a number of smaller ones. These have membership from several departments. The division provides base core funding and space, and faculty have been successful in getting funding through these centers. Centers also create venues for cross-department endeavors.

Space issues include a need for wet lab space, which has constrained hiring. Budgeted FTE are there but can not be filled because of the lack of wet lab space. Anthropology hires will require wet lab space. The division is trying to work with Physical and Biological Sciences (PBSci) to trade out Thimman space for classroom space. Instruction and Research (I&R) differ by division and SS gets about half of what PBSci gets, even for those FTE requiring wet lab space. This inequity constrains Social Sciences in some areas. The largest obstacle for the division is space, not start up funds.

There are three other issues that need to be resolved:

- Engineering and Economics: the undergraduate ISTM program is a good collaboration with SS, but there has been minimal collaboration at the graduate level (TIM).
- Arts and Social Sciences: An example is the new Social Documentation MS in Community Studies. There needs to be more collaboration.
- Humanities and gender studies: There is a lot of work going on in SS on gender studies. Better links with the Humaniteis on this topic are essential.

Post Consultation

CPB agreed to resubmit a new draft of the resolution on the LRDP/EIR to the Senate Executive Committee. To achieve this, the committee agreed to meet next week (although no meeting was scheduled).