

MINUTES
COMMITTEE ON PLANNING AND BUDGET
Meeting of April 27, 2006

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

Guests: CPEVC Dave Kliger, Assistant Provost Charlotte Moreno, Interim VPAA Alison Galloway and VC Meredith Michaels

Member's Items

The minutes for 3/9/06 and 3/16/06 were approved with edits. The 4/13/06 minutes were approved as written. CPB member Ray Gibbs will be the CPB representative for the team of Senate members who will work with the administration on the Employee Housing Administrative Plan (EHAP).

TIM Finalize Recommendation

CPB finalized their recommendations regarding the Technology and Information Management (TIM) program. The letter to CPEVC Kliger will be forthcoming.

Consultation with EVC Kliger and VPAA Galloway

The Social Sciences (Soc Sci) divisional plan was discussed. CPB noted that the plan for Soc Sci is for incremental growth and the revised plan is not thematic as was the original plan. Because the division views itself as stressed by a high teaching workload, CPB discussed the need for incentives to encourage faculty to make more substantial efforts to build interdisciplinary collaborations and programs. Data on enrollment and workload will be forwarded to the committee from Planning and Budget as soon as it is completed.

The School of Engineering (SOE) divisional plan was discussed and CPB noted that the focused vision that was apparent five years ago has become more diffuse. Points included in the discussion: there was not enough joint planning or strategic hiring; there was no discussion of optimal size of departments (most would just grow incremental, with already large departments becoming very large, and currently small departments growing from small to mid-sized); and plans are not tightly coupled to adequate space planning.

Consultation with Chancellor Denton

Chancellor Denton identified the following priorities that she has been working on in the past year.

- Enhancing visibility of the campus
- Building leadership
- Resource development; generation of private philanthropy and fundraising, government relations
- Quality of life issues: housing, compensation and diversity

She also expressed interest in student life, curriculum and pedagogy issues, adding that these issues are not directly in her purview but fall to the CPEVC to manage. Building community is very important and she encouraged the senate to consider establishment of a committee on student life.

Chancellor Denton has spent time on developing a single comprehensive set of materials for recruiting, outreach and development that documents campus achievements. These materials, consisting of brochures, pamphlets and fact sheets are being used for marketing the campus and she is working on moving that message locally, regionally and nationally. She stated that progress is made one step at a time and that everyone should be promoting the campus with peers and with the public. She asks that the faculty engage in this issue to create an image that is more accurate to our campus' achievements. Lack of progress in this arena will hinder everything else we do. Asked what measures will be used to monitor progress in this area, Chancellor Denton replied that one measure for her is what is reflected back about UCSC when she is out in the community.

Building leadership has been another primary focus for Chancellor Denton. The dean searches have been going well and she anticipates three new deans for the next academic year. A new Assistant Chancellor will be starting soon. AVC Development Jennifer Svihus will reorganize the Development Office and VC University Relations Donna Murphy will take over the government relations and capital and other fundraising campaigns. The infrastructure for Development at UCSC has been small and decentralized. There will be a more central push for Development and there is a need to develop a infrastructure, a funding plan and timelines for the campaign. When questioned about how Development priorities are generated, Chancellor Denton replied that she would like priorities to flow from the bottom up and that they should be developed through existing committees of the Senate, departments and divisions, and on through to the EVC and the Chancellor. The campus will have to agree a target for the campaign and she cautioned against moving too quickly into a campaign because success is essential. It could take several years of planning before the silent phase is even begun. Chancellor Denton stated the importance of imaging and messaging is tied to success in fundraising because prospective donors want to be associated with excellence.

Chancellor Denton has been focusing on state issues and working with Sacramento in partnership with Office of the President (OP). It is also important to have strong relations with elected, local, statewide and federal officials. The compact with the governor is holding and we are continuing to see increases. The student fee buyout looks likely.

Another central priority is graduate fellowships. An increase in graduate and professional students is a priority for VPAA Galloway and Graduate Dean Sloan. Chancellor Denton sees her role as a resource developer, increasing support from the state and getting private fellowships. Professional schools seem to be moving forward and the push will come from the campuses as system wide is not currently focused on developing programs. Similarly, endowing faculty positions is also important. UCSC needs financial models for

endowing chairs that places the proceeds from the endowments into the department that generated them. New policies are being developed and should be reviewed by the Senate.

In response to general education questions, Chancellor Denton said the languages are an area that has presented a long term challenge. VPDUE Ladusaw is developing a plan for the Languages with the Interim Dean of Humanities. Chancellor Denton stated that these general education issues are in the purview of the CPEVC. CPB advised the Chancellor that these issues could become a political football and that the administration may need clear direction from her.

Chancellor Denton reported that outreach has been very effective. The admitted pool for 2006 increases diversity in all categories, 50% are people of color. The average GPA is 3.67. She noted that if OP is serious about opening the door for under-prepared students, it may want to fund campuses differentially based on what services they provide for students. Given the demographics of the state, UCSC will need to change student recruiting methods and delivery of curriculum.

Chancellor Denton met with the Committee on Faculty Welfare (CFW) and she is following up on issues presented by them. In regards to the development of the October housing plan, there needs to be a strategy for providing for as many faculty as possible. The challenge is to do so quickly and make them affordable.

CPB noted that the Arts Division, as reflected in their updated academic plan has been the most successful division in meeting stated campus goals. They asked Chancellor Denton's perception on what it takes to create thriving research endeavors in the Arts and Humanities. Chancellor Denton stated investment in the divisions has been across the board and that EVC Klinger can tell the committee about investments in Arts and Humanities.

Finalize Comments on CPE Report

Additional comments were made to the draft response and the final draft will be circulated to members via email. The letter to CPE Chair Habicht-Mauche will be sent out Friday, April 28, 2006.