

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

Present: Chair Susan Gillman, Ray Gibbs, David Evan Jones, Tracy Larrabee, Karen Ottemann, Grant Pogson, Ravi Rajan, Faye Crosby, Quentin Williams, Sarah Curtis, Bryant Mata, Mary-Beth Harhen

Absent: (with notice) Emily Honig,, Alegra Eroy-Reveles, Gabriela Sandoval

Guests: EVC Dave Kliger, AVP Charlotte Moreno, Dean Steve Kang, Chair Mike Isaacson, Director Pat Mantey, and Vice Chancellor Meredith Michaels,

Member's Items

Due to a conflict in her teaching schedule, GSA representative Alegra Eroy-Reveles is no longer able to sit on the committee. The Graduate Student Association will make a new appointment for Winter quarter. CPB member Grant Pogson reported on the Library Building Committee meeting he attended. The library will go into a large (unknown how much) cost overrun. It is uncertain which units will be moving in and it is unlikely to be finished on schedule. CPB Chair Gillman reported on the Senate's graduate education orientation. Good information was distributed about the curriculum, status of graduate enrollments; the number and location of current and pending graduate programs.

Campus Draft Academic Plan Review

CPB discussed the form their report and response to the draft academic plan will take. Although the plan is a draft and under review, it is already being presented to the larger community. It is in Currents, in glossy brochures, aspects have been presented to the Regents and the general public. Chair Gillman reported that she has raised this with EVC Kliger. He said that an earlier version of the draft plan was discussed (reviewed) with the deans and with CPB. He indicated that he views the themes as being vetted through the informal consultation process of last year in discussions with the EVC, VPAA and CPB. CPB recalled that they communicated negative feedback specifically on the six themes, that the themes are an accurate reflection of UCSC; and that the preliminary draft plan's emphasis on interdisciplinarity was out of balance with recognizing/enhancing excellence in established departments. CPB recalled that they communicated to the EVC that the base for interdisciplinarity is excellence in the disciplines, and the departments should not be made invisible in the draft plan.

To interpret that informal review process as vetting the themes shows that EVC Kliger has misunderstood what process we were in. This kind of misunderstanding also jeopardizes the ability of the EVC and CPB to conduct informal consultations. CPB discussed concerns about process: it is not clear to the Committee how a plan will be produced that can be agreed to by the campus. It is not sufficient to simply critique the plan and expect to get a revision from the administration. CPB discussed the possibility of re-writing some portions of the plan, knowing that some other committees (CEP) have

also discussed doing this. But it is uncertain if such an effort will be received and used in the next revision, especially given that the misunderstanding about the informal review in which much feedback was given, but little or none was incorporated into the subsequent draft plan currently being circulated.

The academic plan becomes the basis for fundraising, so departments and divisions feel like they'd better fit into a theme if they are to get any attention from Development. CPB is being asked to recommend approval on all kinds of off and on cycle FTE. There is little context in which to place these requests because many of the divisional plans are in the process of being re-written or are incomplete as well as the draft campus plan being under review.

Consultation with CPEVC Dave Kliger, Dean Steve Kang, Chair Mike Isaacson, and TIM Director Pat Mantey

Chair Gillman welcomed the guests and let them know that CPB has carefully reviewed the plans and documents from the School of Engineering (SOE) over the years. For the purpose of the consultation, CPB stated they would view the Technology and Information Management (TIM) program as a concept within SOE as a whole. CPB documents have been consistent in addressing the structures of SOE and the overall configuration of the division. She expressed CPB's general agreement of the importance and demand for the work of TIM. The focus of the consultation was on management, leadership, planning and program development.

CPB wants to ensure that individual programs are being nurtured so that maximum intellectual capital can be realized. The original plan for the School of Engineering was targeted toward core programs; Computer Engineering (CE), Computer Science (CS) and Electrical Engineering (EE). Over the past five years or so, there has been very rapid development of other smaller departments: Applied Mathematics and Statistics (AMS), Biomolecular Engineering (BME), Technology and Information Management (TIM) program, and Bioinformatics. CPB asked how these eight entities will intersect with one another and how faculty resources will be best optimized.

CPB noted, consistent with their previous concerns, that there was an apparent lack of interdivisional collaboration. Dean Kang noted that attempts toward this have been impeded by lack of structure for split or other alternative appointments and that campus is not nimble enough to help programs succeed. Using the rapid rise of Engineering at UC San Diego as an example, he stated that the Dean should have more license to do the hiring. He cited the failure to get a recent BME hire because of an inability to secure a split appointment with the Department of Chemistry. It was noted however, that the recruitment was not run as a split appointment and this attempt was presented to Chemistry after the candidate was identified. CPB clarified that recruitments should be managed by identifying collaborations from the beginning, not on an opportunistic basis.

SOE Dean Kang reviewed the history of the formation of the School of Engineering (SOE). An endowment from Jack Baskin enabled the Engineering program to start in Natural Sciences. Engineering started on this campus in the discipline of Information

Technology. This was wise because it required very little resources (no wet labs, etc.). Electrical Engineering started soon after the School was established. Information Management Systems began also with very little resources. Upon his arrival, Dean Kang worked with faculty to determine what it would take to bring Engineering into the 21st century. The discipline was moving towards more “hard” disciplines like Biomolecular Engineering. The program vision for SOE focused on three areas: Information Technology, Bio Technology, and Nano technology.

CPB noted that the Engineering plan shows a collection of units brought under broad foci, but what is not clear is how the administrative structures are being put in place to support the rapid growth of programs. CPB recommended (again) that the divisional plan be revised. Dean Kang stated that revised SOE academic plan will be ready by January 2007. CPB noted that they also asked for a synoptic space plan, which Dean Kang noted would be part of the revised divisional plan.

CPB assured Dean Kang that the Committee recognizes SOE’s success of the past years in growing its programs. CPB noted that Dean Kang has expressed repeatedly in his correspondence that CPB does not support SOE. CPB attempted to lay to rest this erroneous perception.

Dean Kang noted that the division was encouraged to launch the TIM program and that there is a great deal of potential for the program. TIM Director Pat Mantey expressed concern for the junior faculty brought to campus with the promise of launching the program. He urged CPB to recommend the EVC’s approval of the requested FTE.

Post consult, CPB discussed a recommendation for a steering committee from many disciplines with representation from the Social Sciences. Last year, CPB made a recommendation that TIM should have external leadership. Even without getting new FTE, is it possible to launch a cohesive program. CPB also discussed the idea of launching TIM on campus only, not at Silicon Valley Center (SVC). This would eliminate the complication of trying to provide instruction at SVC which has produced obstacles for the program’s development.

Recycling Multi-Campus Research Unit Funds

Due to lack of time this agenda item will be moved to the next meeting.

Role of Graduate Students in University Instruction

Due to lack of time this agenda item will be moved to the next meeting.

Principles for Professional School Fees

Due to lack of time this agenda item will be moved to the next meeting.