

MINUTES
COMMITTEE ON PLANNING AND BUDGET
Meeting of April 24, 2008

Present: Chair Susan Gillman, Michael Brown, Emily Honig, Lori Kletzer, Tracy Larrabee, Herbert Lee, Olga Najera-Ramirez, Karen Otteman, Grant Pogson, Quentin Williams, Kyle Simerly and Mary-Beth Harhen

Absent: None

Guests: EVC Dave Kliger, VC Meredith Michaels, Professor Ron Glass, Professor Judit Moschkovich and Professor Nirvikar Singh

Member Items

The School of Engineering dean search failed. The search committee is inviting others from the pool to the campus.

The Office of the President (OP) has not made an announcement regarding campus targets for 2009-10 enrollments. It is believed that they are waiting for the May revised budget and for the new president to arrive.

The committee approved the October 11, 18, 25 and November 1 minutes.

School of Education Pre-Proposal Consultation

CPB met with two of the proposers from the Education Department, Professor Ron Glass and Professor Judit Moschkovich who explained that UCSC's Department of Education as opposed to a School of Education is an anomaly in the UC system. They gave several reasons that a School of Education would be more appropriate for UCSC: 1) The department does basic applied research. 2) They credential people. 3) They work at the undergraduate and Ph.D. level. 4) They publish and are reviewed in education journals. 5) Connections with the region would be strengthened since there is a specialty in the department of working with non-English language learners. Additionally, there is a problem with recruiting and retaining faculty and students since there is an expectation that the level of research and instruction at UCSC would be under the rubric of a school.

CPB asked about the pre proposal, which states the education school would serve three specific areas. CPB wondered if they could meet that need by incrementally expanding some of the current programs to enroll, for example more masters students. Professor Moschkovich responded no, they are not structured to increase their staff to the level that is needed. She noted that for Education, non-tenure track staff who are not lecturers, provide service delivery in a way that is intellectually connected to research of ladder faculty. UC Irvine is currently putting a lot of resources into starting a school of education; bringing in a nationally recognized dean, with an eye to run a fiscally sound and managerially efficient organization. Without such resources, developing a plan seems futile.

CPB asked about the minimum components needed to be considered a legitimate school. Professor Glass responded that one of the things he believes is critical is scaling to a certain size to be able to compete for grants. If they become a school they would be eligible for more grants and have more resources.

Professor Glass also said that there are new performance assessment requirements for graduating students. The assessment takes a lot of faculty time and effort, and the department needs to figure out how to enact the assessment with the current budget. The department feels that if they were a school there would be more resources for the assessment.

Consultation with EVC Klinger

EVC Klinger began by providing an update on Physical and Biological Sciences (PBSci) recruitments. The PBSci dean has asked for additional renovation money for a recruit. EVC Klinger reported that the money could be offset from grants the new hire receives. CPB found the request for additional funds unproblematic.

The EVC also reported that he is turning down CPB's request to see departmental FTE requests. EVC Klinger feels CPB should not be interfering with the departmental/divisional process, at this stage in the review. If CPB felt it necessary to see the departmental requests, the committee should have asked for them at the beginning of the process.

CPB responded that the committee made the request is because there are indications within divisions that there has been some misrepresentation about the process. CPB would like to know to what extent the divisional plans reflect the will of the department or the priorities of the dean.

After some discussion it was determined that to address this issue, CPB will ask if there was a disagreement between the dean and department on priorities how the dean addressed/resolved the issue. Additionally, next year CPB will request that Department requests be forwarded with the Divisional priorities.

School of Management Pre Proposal Discussion

CPB asked Professor Singh to provide clarity on the proposed School of Management (SOM) research agenda and the part time MBA program to understand the nature of the research and its connection to campus strengths. Professor Singh responded that in a management/business school there will be some level of tension between the two. The greatest demand and need in Silicon Valley is for a part time program and the challenge is how you balance that with a quality research school. The key point is that to be successful, you have to attract star faculty from the start.

CPB then asked Professor Singh about the resources for launching a SOM. Professor Singh said that in consulting with other management schools, he has heard that a range from \$30 to 100 million is adequate. A big naming gift in the amount of at least \$50

million is necessary. It is a daunting figure for UCSC but he believes the potential exists, since the naming opportunity for a management school in Silicon Valley is attractive. According to Professor Singh, the key issue to be able to demonstrate UCSC's commitment to the project and capability to carry it off.

Responding to a question about a funding plan, Professor Singh said his goal is to rework the ramp-up strategy with milestones tied to the funding plan. The final step should be the two-year MBA program, which as the most expensive piece, would require the naming gift. Professor Singh added that if we delay too much, questions will arise about the intent to create a world class school.

Professor Singh is working on a scenario that involves renovating Building 19 at the Silicon Valley Center. He said a founding dean and star faculty should be hired. Assuming that the Technology and Information Management (TIM) program is successful, UCSC can initially fold faculty into that program.

Professor Singh feels that in order to go out and start fundraising, he needs a firm commitment that SOM is approved and moving forward. He will not be able to get any traction unless he has the approval. He said that at some point the Senate is going to have to bite the bullet and say UCSC is going to have a SOM. If the Senate says it is not going to approve it until we receive a major gift, then we will never be able to fundraise for the gift.

CPB is concerned about creating a "start and starve" dilemma, similar to what UC San Diego is experiencing with their school of management. CPB stated that if there is a commitment from the Senate it is likely to be a conditional commitment based on specific resource benchmarks.

Proposed Name Change for Statistics and Scholastic Modeling

CPB has concerns about the process, and whether or not the Coordinating Committee of Graduate Affairs (CCGA) chair has reviewed the request. CPB decided to table the discussion until the committee knows whether or not the CCGA chair approved the request.