

MINUTES
COMMITTEE ON PLANNING AND BUDGET
Meeting of December 6, 2007

Present: Chair Susan Gillman, Michael Brown, Emily Honig, Lori Kletzer, Tracy Larrabee, Herbert Lee, Karen Ottemann, Grant Pogson, Quentin Williams, Lora Bartlett, and Mary Beth Harhen

Absent: Kelvin Cen

Guests: EVC/CP Dave Kliger, VPAA Alison Galloway, and Acting Dean Michael Isaacson

Member Items

Chair Gillman asked Committee on Planning and Budget (CPB) member Grant Pogson to serve as the CPB representative to the Employee Housing Master Plan Committee. CPB member Karen Ottemann attended the Committee on Faculty Welfare (CFW) consultation with VPAA McGinty. CFW strongly encouraged the VCSA to have the new child care director report directly to the VCSA. CPB discussed drafting a statement agreeing with CFW's recommendation. The committee continues to be concerned about the current structure and reporting lines.

CPB will tour University Extension (UNEX) during its January 17 meeting. The tour will take place during the regular meeting time but CPB members who teach immediately after are encouraged to make contingency plans in case there is traffic that delays the committee's return to campus.

Consultation with VPAA Galloway

The consultation began with a discussion about instructional workload. In March 2006 the University of California Office of the President (UCOP) sent a revised plan to campuses and asked that all departments, within each campus, be consulted. UCSC was in the middle of the academic planning process at the time and did not conduct a major review of instructional workload. The VPAA revamped what the campus already does and that is what is in the current report. Now the campus does have a little more time for this issue and VPAA Galloway said if necessary the campus can remobilize and go back and look at how graduate instruction is counted. CPB commented that production of graduate degrees as opposed to course work is what the campus should be looking at so to each department is not necessary. The other issue CPB is interested in is differential workload. The VPAA reported that UCOP initially said they would help with differential workload but pulled back because they thought that the information was not attainable. CPB expressed concern with what UCOP will do with this information. The VPAA responded that she is not sure but is comfortable with the information that the campus is submitting.

CPB asked VPAA Galloway about the process for establishing graduate groups. VPAA Galloway explained that if the graduate groups are providing a degree or curriculum then

it goes through the normal Senate review process. The VPAA's office does help them to come up with a charter, bylaws, etc., which would be submitted with the proposal. Then the proposal would go through the normal degree establishing process. Written into the proposal are rules about how graduate students are handled including financial aid allocations and selection for admission.

The committee then discussed its process for vetting professional schools with VPAA Galloway. CPB has authority on professional schools in tandem with the Graduate Council (GC) plenary authority. CPB will work with GC on the process. Responding to a CPB question VPAA said that she will review the proposals individually and recognizes that some proposals may be further along than others. There are different phases for implementation and some may be near completion. This does not mean the first couple to come in will be the ones that will get the green light. VPAA Galloway discussed some of the issues she will be taking into consideration when reviewing the proposals which include: Is there a local market? Is there a niche compared to other UC campuses? Is this an enrollment driven program? Does this program require a lot of external fund raising? Risk versus reward (potential benefit)? After CPB reviews the proposals the committee would like the VPAA to provide analyst time for comparative analysis. The VPAA explained that the appropriate analyst is someone from Planning and Budget which CPB will discuss with VC Meredith Michaels. CPB also asked the VPAA if there will be a second round of revisions and then another review. The VPAA responded by saying that by the end of the winter quarter there should be a viable assessment. CPB's professional school subcommittee will meet and develop a set of question which it will distribute to the groups working on the potential schools.

VPAA Galloway provided an update on UNEX. For every dollar the humanities program brought in it was losing \$1.80. Their expenses were out of control. Each UNEX program budget is 25 percent structural debt. The programs have been coming in on budget but there is not any money behind 25 percent of the budget. The units are covering their direct costs but not their administrative costs. VPAA Galloway is making a number of changes in the UNEX marketing. The catalogue is being reduced from 168 pages to 128 pages. There is also a change in the marketing strategy. The previous pattern was to produce a lot of catalogues and distribute them to the last ten years of UNEX alumni. Now they are sending the catalogue to the last three years of alumni. UNEX is mailing a postcard with a \$25 coupon to zip codes within a certain demographic. There is a new catalogue distributor and a road show is planned to visit human resource directors.

UNEX has many IT problems. They have been buying and supporting their own cumbersome and difficult system. UNEX is closing their e-college contract and moving to web ct. They will move to another system when the campus does. UNEX is increasing online classes from 27 to 40 and making arrangements with other campuses that have online training. Program directors are now receiving month to month budget information and the marketing budget has been moved into marketing. All changes started at the end of August, people had to be bought out so there have not been substantial budget changes yet.

Last year UNEX paid \$1.2 million in interest on the debt. This cost will likely go up since UCOP wants to make more money and are planning to increase their interest charges. UNEX paid \$2.2 million in rent and has sublet some space but it is not covering the payment because the rents are higher than the market value. All leases should come up in 2009.

UNEX does have some good programs. They brought in about 1000 students over the summer to learn English. There is a new engineering and technology program director and enrollment is going up by about ten percent in that area. Business management is also looking better. VPAA Galloway closed by saying that the goal is to increase ten percent in existing programs by June and decrease the overall deficit by one million dollars.

Consultation with EVC Kliger

CPB discussed the School of Engineering (SOE) request for computer gaming with EVC Kliger and SOE Acting Dean Isaacson. CPB asked Acting Dean Isaacson about his intentions and why he didn't submit this particular request as a Target of Excellence (TOE). The acting dean responded that SOE didn't want to preclude themselves because there may be other people out there. The pool is small to begin with and is international. The revised search gives SOE a bigger window of opportunity, computer gaming enrollment is high and the acting dean does not foresee it declining. Computer gaming is an area SOE wants to build. CPB stated that seems to be a good strategic move to target a hire. If that hire is made then the department can move forward with a junior level search. CPB recommended the dean approach this as a TOE.

Space Management Principles

CPB feels improved and enhanced communication with the registrar on classroom assignment is necessary. The boundary between department and general assignment space is too rigid. The allocation of classrooms is not clear to most. CPB commented that the proposed policy really doesn't address this fundamental issue but just discusses lines of authority.

External Review Discussion

The committee discussed the Ecology and Evolutionary Biology (EEB) review. Issues for the closure letter include: enhanced undergraduate numbers, an unhealthy split between Long Marine Lab, faculty inequities, allocations, and lack of a strategic hiring plan. CPB will recommend that a strategic hiring plan is developed prior to the 18 month follow up.

Next CPB discussed the Anthropology review. CPB discussed the Committee on Educational Policy (CEP) response and will endorse the department suggestion for follow up. CPB found the external review unusual in its over emphasis on external funding. CPB will comment on the strategic opportunity emerging to rethink the profile of the department and the space issues that will develop due to the delay of the new building.