

MINUTES
COMMITTEE ON PLANNING AND BUDGET
Meeting of October 30, 2008

Present: Chair Susan Gillman, Amy Beal, Gildas Hamel, Lori Kletzer, Herbie Lee, David Marriott, Piero Madau, Cindy Pease-Alvarez, Grant Pogson, Quentin Williams, Kevin Schlaufman and Mary-Beth Harhen

Absent: None

Guests: CPEVC Dave Klinger, VC Meredith Michaels, VC Donna Murphy and AVC Jennifer Svihus

Members Items

Senate Vice Chair Kletzer reported that she had attended a forum in Silicon Valley call Jobs, Health, Election and Economy. The forum was organized by the UCSC School of Management and was well attended.

CPB discussed the Committee on Educational Policy's (CEP) efforts at general education reform. The proposal contains resource implications and CPB agreed that it should be a future agenda item for the committee.

External Review Charge Discussion

Economics

The Economics materials raised the following questions for CPB:

- What are the department's plans for growth? Given the campuses shrinking FTE and looming steady state CPB would like a question added about how future hiring will maintain the strengths of the department and help it continue to grow. The self study assumes a planning for growth beyond the current strengths. Is broadening the best way to grow? Is abandoning its niche the best way for the department to develop? What will happen to the current strength if they grow elsewhere?
- How will growth in the Ph.D. program affect the workload and quality of the undergraduate program? Their student to faculty ratio is the highest in the division and one of the highest overall.
- Why did the Vice Provost of Academic Affairs (VPAA) ask about learning outcomes?
- CPB will question the lack of diversity in the department, particularly the lack of women.
- What does the review team think the implications of a school of management are?

History (continued)

CPB questioned if world history should continue to have such emphasis in the Ph.D. program. While it is a successful enterprise, popular and makes sense is there a way that it can be better supported? There are many affiliated programs. Does it make sense for the programs to be part of history? How has it impacted faculty resources? What impact is the masters program having on departmental resources?

Waiver of Recruitment for Ladder-Rank Faculty: Spouse/Domestic Partner

CPB found the proposal to be straightforward and was pleased to note that it matches the current staff APM.

Pre Consultation Vice Chancellor Business and Administrative Services Tom Vani

CPB's goal is to find out more about how Business and Administrative Services (BAS) is organized structurally.

There are two units within BAS, financial affairs and the university business unit. These units raise the question of when business unit functions were centralized, how did that centralization affect the FTE that were transferred to BAS in those two units? What happened to the FTE after the consolidation? How has efficiency been improved by the centralization? What efficiencies have been gained?

CPB also has questions about the lack of a web based electronic payment system. What is the decision making process? What are the initial costs versus potential savings? Are there functions on campus that would be done more efficiently through BAS? CPB would like to see organization charts, with FTE, for each unit within BAS.

Review of Draft 2009-10 Recruitment Letter

CPB expressed concern over redefining the intellectual goals of the campus and feels that the areas of focus were developed from the top down. CPB also questions how this follows last year's strategic hire initiative.

Consultation with EVC Kliger

CPB and the EVC discussed the draft recruitment letter. CPB feels, after reviewing the letter, that focusing on two areas doesn't really work. The letter addresses certain aspects of the recruiting process, but not the regular overall recruitment process. CPB thinks the term transformative is hard to understand and it is also hard to understand how the argument can be made for hires at the assistant professor level.

EVC Kliger responded that is the point. Over the next few years the campus is going to be doing a lot less recruitment, and needs to make the most of what it has.

After much discussion CPB recommended putting ordinary recruitment and its criteria first and make the two areas less prominent in the letter. Also remove the reference to transformative and make more of an emphasis on comprehensive planning for the campus.

Consultation with Vice Chancellor University Relations Donna Murphy and Associate Vice Chancellor Jennifer Svihus

VC Murphy reported activities are converging, but the biggest obstacle is getting to the gifts. There are alumni and parents who can get the gifts, but University Relations (UR) doesn't have the level of relationships they need. They do have a sense of what the priorities will be, and will start to test them with the alumni board and the senior management group.

UR has hired a consultant to do an internal assessment, which will let UR know if they are ready internally for a comprehensive campaign. This will give UR a sense of what kind of hires they will have to make in the coming year. After that step UR will write a campaign perspective. An external assessment will happen in December and January. UR will use a small group to help identify the top 100 interviews. The external assessment report is due at the end of January, and based on that UR will know if they have the right prospects to raise the right amount of money for the campus.

If the results are positive the quiet phase of the campaign can begin. The quiet phase will last two to three years and the hope is 65 – 70 percent of the goal will be raised during that time. Currently UR is working on a few significant gifts that might come to fruition in the spring. Those gifts will be included in the quiet campaign accounting.

Next VC updated the committee on the campaign priorities. CPB asked if UR has received enough direction from deans and faculty. VC Murphy responded that the current 51/49 division structure is working well for development. UR is drawing on faculty more for their regional road trips, and bringing potential donors to campus. UR is learning more about faculty activities and how those activities will translate to gift potential. UR has also attended dean's retreats, which has been helpful.

UR is adding staff as fast as they can accommodate. They are getting to a critical mass, but don't have the full range at this point.

The wealth screening of UR's data base has been accomplished. There are about 20,000 names in the data base. CPB, the EVC and UR discussed the potential of using students as interns. This is done on other campuses, and is a good strategy for fundraising at a lower cost.

Finally, CPB asked VC Murphy about the Arts and Lectures series and the subsidy UR provided to cover their deficit. VC Murphy responded that UR is currently reviewing the program, and its effectiveness. Originally Arts and Lectures were funded with student fee money, but that is no longer the case.