

MINUTES
COMMITTEE ON PLANNING AND BUDGET
Meeting of November 19, 2009

Present: Chair Brent Haddad, JJ Garcia-Luna, Gildas Hamel, Lori Kletzer, Piero Madau, Marc Mangel, Cindy Pease-Alvarez, Warren Sack, Gene Switkes, SUA Rep Jennifer De La Torre, SUA Rep Kalwis Lo, and Mary-Beth Harhen

Absent: Rob Wilson and Kevin Schlaufman

Guests: EVC Dave Kliger, Interim VC Peggy Delaney, Arts Dean David Yager, Physical and Biological Sciences Dean Steve Thorsett, and School of Engineering Dean Art Ramirez, Assistant Dean Glen Winans, and Assistant Dean Carolyn Dean

Member's Items

CPB Chair Haddad provided an update on the EVC's budget process and stated he would like CPB to conduct a parallel budget process. If CPB and the administration come to the same conclusion it validates the administration's work. If there are different conclusions it may mean that CPB and the administration are using different assumptions and further discussion should occur.

Consultation with School of Engineering Dean Art Ramirez, Assistant Deans Glen Winans and Carolyn Dean

CPB Chair Haddad provided an overview of what CPB is hoping to learn from the consultation. Dean Ramirez began by stating that resources are stressed but their external research funding is up. The Baskin School of Engineering (BSOE) is still young, but they have passed the mid way of their projected growth. Budget cuts have come out of operations, student services, and TAX. BSOE has space needs, although the new biomedical building will relieve some of the problems.

The division is trying to rationalize a large cut with delivering instruction. There will be some reduction in instruction, less staff services to faculty and less TAS. The overall method is to trim, because of the size of the division it would be disastrous for their strategic growth to cut too much at once.

BSOE's centralized administrative structure has allowed for a lot efficiencies. The division is adverse to any academic reorganization, they are focused on growth. They plan to grow through research and quasi permanent positions based on soft money funding. The division views this as a viable way to reach its research goals. BSOE's new programs are very popular, and the division is seeing rapid growth in the student FTE count. This will influence how the division will modify and mold its strategy in the next couple of years.

Dean Ramirez believes the division can get through 2010-11 without serious changes to the division's instruction. The dean said that although not all departments are complete, they are functioning. All departments have been responsive to funding opportunities, and that is how the division will try and reach their strategic research goals.

CPB asked Dean Ramirez about the guidance he has received, regarding the 2010-11 budget, from the EVC and the tension between state funding being permanent and other money being one time. The dean said the state money is for instruction, and the division may have to shrink that but may be able to maintain current levels because of one time funds. Graduate support is funded by external funding; so the cuts will impact undergraduates more. The dean has not received any guidance from the EVC about potential cuts.

There was a discussion about channeling students from one division to the other. The dean said he is opposed to any intentional directing of students. CPB also asked on average how much a faculty members brings in each year and the dean responded that it is anywhere between \$400k and \$500k.

Proposed Resolution to Rescind Salary Reductions

At its meeting of October 20th, the Senate Executive Committee (SEC) determined that the resolution to rescind salary reductions for recent hires that was proposed from the floor and subsequently tabled at the Special Senate meeting of October 19th would be sent to committees for review and comment. CPB discussed the proposed resolution and expressed concern that the resolution mixes the principle and the mechanism. The committee feels the resolution is too narrowly constructed in terms of people represented.

Consultation with Dean of Arts Yager

Dean Yager began by saying that long term planning is very important. The dean arrived on campus July 1 and is very comfortable with the internal plan that is in place to get faculty and staff input. He is uncomfortable that he had to make decisions without a dialogue in place. Dean Yager has given department chairs long term questions and guiding principles. The dean has asked department chairs to think about the following: impacts on students, time to graduate, planning for individual departments, short and long term effects if a program is eliminated, effects on research, effect on recruiting students, the correct mix of UG students, majors, pre majors and majors, minimum requirements, correct size of departments, how to use the summer programs and percent of ladder faculty teaching core courses.

Following is the dean's process for consultation:

- Meeting weekly with senior staff
- Department chairs and managers meet regularly with assistant deans to review their budgets
- Meet with department chairs bi-weekly and managers monthly
- Begin regular divisional communications regarding process and budget
- Will convene first Arts Division Vision Planning and Budget Committee in the fall

- Will convene first Student Advisory Committee in the fall

Dean Yager added that when programs are cut from the Arts division students in the program don't just go to another division, but leave UCSC. If mistakes are made in the budget cut process it will take years to recover the quality of students and faculty in the division.

The dean's goal is to ensure people are empowered by making them a part of the process. He wants to understand the depth and breadth of the departments. The dean's is investigating with departments the possibilities of what would happen if the division combined programs. The process is yielding some possibilities that the dean and faculty are taking seriously.

Responding to a question from CPB, the dean said he has not received any budget direction from the EVC. Over 50 percent of Arts courses are taught by lecturers. Most of the division's money is in lecturers, they is very little operating budget.

The dean also said the division should recruit students differently. If their application pool goes up, quality will improve. The division has a large amount of pre majors, which is not a good use of resources. The process is not budgetarily or academically sound.

Dean Yager did not find the campus budget workgroup meeting useful. There was no clear process or metrics for how decisions will be made. Where he came from every decision considered the affects on academics and he noted that this is not the case at UCSC.

Consultation with Dean Thorsett

The dean began by saying that the division has leadership stability (two deans in 20 years). The division has lost enrichment courses and courses that faculty like to teach, but they have managed to keep doors open to students. The division has also managed to keep the upper division high-intensity engagement classes. The dean is happy with the way the division has managed given the circumstances. They are much more focused on disqualifying students when appropriate, instead of finding a way to get people through. The dean added that having hard limits for students in many cases is the kindest thing they can do. There will be a differential impact on underrepresented groups, but the division has been able to protect programs, like ACE, for those students.

Dean Thorsett said the division has seen huge growth in the research side. For every state dollar they receive the division receives \$2 in private or federal funds. This year is may be \$3. While the division is dealing with cuts on one side they are also trying to figure out how best to manage this success. They are having a hard time meeting indirect costs since not all money comes back to the division. The division also took a cut to opportunity funds and graduate student and TA funding are threatened when the state side of the funding gets cut.

CPB asked the dean about recharges. The dean responded that recharges should be paired better with allocations. When IT went to a recharge model there was no corresponding way for academic divisions to go back and ask for more funds to pay for the recharge. There are some dangers to the economy if it is not correctly thought about. A blended model does not work very well.

Dean Thorsett said he has not received any guidance from the EVC about projected cuts and targets but did receive a memo about the lack of knowledge about the potential size of the cuts.

The dean said he and his department chairs discussed their role as leaders in the division and how they can engage faculty in discussions effectively. The campus has to come to some understanding of what it means by goals, and make decisions based on those.