

**MINUTES**  
**COMMITTEE ON PLANNING AND BUDGET**  
**Meeting of November 10, 2011**

**Present:** Lynn Westerkamp, *Chair*, Robert Boltje, David Draper, Daniel Friedman, Patty Gallagher, David Helmbold, Joe Konopelski, Deanna Shemek, Sriram Shastry, Andy Szasz, Mary-Beth Harhen (ASO), Jessica Greenstreet (SUA), Stephanie Casher (ASO).

**Absent:** Susan Gillman, Alexander Hirsch (GSA)

**Guests:** Convener of Council of Provosts Helen Shapiro, EVC Galloway, VCPB Delaney, VPDUE Hughey

**1. Waiver of Recruitment – Arts**

CPB discussed the Waiver of Recruitment/Partner Hire request in the Arts Division to retain a faculty member in Sociology. CPB felt there were some areas of the request that needed clarification, and will write to the EVC to request additional information before rendering a decision.

CPB Member Andrew Szasz formally recused himself from the discussion.

**2. Members Items**

The minutes of 11/3/11 were approved with one minor correction.

The CPB representative to the Delaware Building C Space Planning committee reported back on the last meeting. The building has been commissioned, and there are several prospective users of the space. SOE and the Arts will use some of the space, and some space will be leased out commercially. A consultant is coming onboard to cost out a variety of options. The timeframe is to put forward a plan to the EVC by March 2012.

CPB will ask the EVC in consultation about when she plans to bring CPB into the process.

Another member asked for clarification on CPB's role on these various building committees. CPB's interest is in the proposed uses of buildings, such as how many offices and classrooms are being proposed, as well as classroom sizes. The CPB representative can also bring any "red flags" to the committee for discussion.

At a future meeting, CPB will ask the Social Sciences Dean about his plans for this building.

**3. Social and Environmental Practice in the Arts M.F.A. Proposal**

CPB began discussion of the Social and Environmental Practice in the Arts M.F.A. Proposal. CPB identified areas that we should look at more closely, generated a preliminary list of questions to be included in our letter. Discussion will continue at a future meeting.

**4. Consultation with Helen Shapiro, Convener of Council of Provosts**

Provost Shapiro reported that the Provosts strongly supported the move of Enrollment Management under the purview of the VPDUE. However, they do have concerns about whether or not the VPDUE's office can absorb it all.

The Provosts are also concerned that staff morale is very low, particularly among those who have made careers as "Student Affairs Officers," only to find themselves lacking an institutional "home." College Administrative Officers (CAOs) in particular feel that their positions have been eroded and their levels of authority and autonomy have been taken away. In some ways, the Re-org feels like a 'demotion.' And College programming also appears to be floating out in the ether.

In short, the previous structure has been effectively dismantled, but there hasn't been much discussion of what the new structure is going to look like. The Re-org could be an opportunity to reinvigorate the colleges and envision other structures, but this doesn't seem to be happening.

Even though it was part of SEC's recommendation, Learning Support Services was not transferred to the VPDUE, and the Provosts see this as a problem. Tutors are located in several different places (Writing, EOP, LSS), and the overall tutoring enterprise could be better coordinated.

Provost Shapiro feels college advising is quite strong and stable, and does not understand the concerns about the advising structures.

CPB rose with the Provost anecdotal evidence that suggests some high-achieving students are not challenged enough, which may have an impact on retention. Do the college advisors advise students toward more challenging coursework? Provost Shapiro responded that this really falls on departmental advisers, because many majors are impacted and restrict enrollment to upper division courses to declared majors.

CPB moved on discuss Core Courses. The structure is not ideal, and perhaps the C1 and C2 requirements might be best delivered by the Writing Program, but the colleges, which are finding that a significant percentage of their students lack basic writing preparation, are

getting their students through the best they can. Provost Shapiro also agrees that locating the Writing Program in the Humanities, when it serves the entire campus, might not be best arrangement. Provost Shapiro also feels that we do not have, but need, English Language Learning specialists in the Writing Program. She applauds the current search in the Writing program for a specialist in this area.

Various colleges are doing experiments in delivering Core Courses, and having the colleges decentralized enables this flexibility. The reality is that students are self-segregating to a greater extent than ever, so the colleges have to tailor their curriculum to the needs of their respective populations of students.

Another concern of the Provosts is the changes in Financial Aid eligibility. If a student doesn't have a minimum number of courses and minimum progress, they will become ineligible for Financial Aid. This is going to have an impact on retention issues.

One member asked about the exit interview procedures for students who leave. There isn't a formal procedure mandating exit interviews. Of course, the colleges speak to all students who are asked to leave. But those who leave to transfer to another UC, or because they just don't feel comfortable here, may just leave on their own accord without providing feedback.

#### **5. Consultation with EVC Galloway**

The letter requesting recruitment plans for 2012-13 will be going out to the Deans soon. The EVC will be asking Deans for a three-year plan, and will be authorizing recruitments to take place over the next two years. The Deans will be submitting their responses by early January.

The UC Council of Vice Chancellors has suggested that a committee of five EVCs and five VCPBs be composed that UCOP can consult with on budget issues. VCPB Delaney will most likely be on that committee.

The search for the UC Provost continues to move forward.

The EVC is hosting a meeting for December 13<sup>th</sup> to discuss the budget. By that time she hopes to have a sense of whether or not there will be a mid-year cut, and what next year's budget picture will look like.

CPB asked the EVC about her thoughts on the usage of 2300 Delaware, Building C. They are still in the very early stages of planning, and she is waiting to hear the recommendations from the Advisory Committee. She wants the Deans to understand the limitations of the

space before she does an official call for proposals. CPB will be consulted when they are further along with the decisions about usage, if there are conflicts.

Similar discussions about usage of Social Sciences 3 building are underway.

One member asked if there were plans in place to restore library hours after the student referendum expires in one year. The EVC is considering several options for addressing this issue, and recognizes that library access for students is an important issue.

CPB would like to follow-up on the Student Affairs Re-org, especially regarding a timeline for evaluating the changes that have already taken place. The EVC has charged the VPDUE with developing a comprehensive plan for addressing retention issues. The location of Learning Support Services will be decided after the comprehensive plan has been developed.

The EVC also plans to check in with all units affected in the realignment in early winter quarter to find out what some of the post-transition issues are, and where the gaps are. At CPB's request, she will follow up specifically on the issue of the CAOs.

EVC Galloway will also make sure the new campus administrative organizational chart is posted.

## **6. Consultation with VPDUE Hughey**

The VPDUE's priorities for the year are:

- Increasing retention by two percentage points
- Increasing graduation rates and reducing time to degree
- Increasing recruitment of Hispanic Students and achieving HSI status (functioning off the assumption that we will meet our target, his office is in the process of working on grant proposals)
- Launching an Office of Student Research
- Creating an Educational Assessment Office

He has created some focus teams to examine the issues pertaining to the "new" Division of Undergraduate Education. He has also created an AIS Steering Committee, to get some academic oversight of the AIS system. He is investing funds in AIS to try to address some of the problems with the system.

Mark Cioc has been appointed as EAP Faculty Director, and he has been charged with increasing international student retention and recruitment.

The VPDUE is very interested in “Graduation Innovation.” In his view, we can’t focus solely on retention, because it does no good to keep students here if we can’t get them graduated.

The VPDUE is also looking into an Honors Program, and is working on a job description for a Faculty Director of the Honors Program to coordinate these efforts. He feels we need a campus framework for Honors. While he expects that the Honors experience will vary from college to college, he would like to see an Honors program in every college. He admits that figuring out how “later entry points” into Honors would be implemented is not yet worked out. Service learning should also be integrated into the Honors program (ex. Tutoring). CPB asked if the VPDUE has done a comparative study of Honors programs in the system. He has, and is most impressed by the UC Davis and UC Riverside programs.

Interim VPDUE Cioc was able to secure funds from the EVC to support nonresident recruitment, and there are now two people dedicated to nonresident recruitment (domestic nonresident and international). Some activities include alumni outreach, outreach to colleges and universities, and working to revise admissions policies in regard to ESL students, etc. There is also a program/partnership with University Extension to offer a Mandarin/English program which may funnel students from China into UCSC.

CPB inquired about the financial plans for Summer Session. For this summer, UCSC faculty compensation will remain at one ninth, even though all other UCs compensate their faculty at one twelfth. Summer Session does not currently have a functional budget model. They have uncovered some problems with the cost models of Summer Session, which seems to promote inequities. The VPDUE will be recruiting for a Director of Summer Session soon, who will be charged with sorting this all out and increasing financial transparency.

The VPDUE informed CPB that there is a link on the VPDUE website to some major maps, though they’re not quite ready for primetime. The maps are static, and his goal is to have a tool that is more dynamic. Ideally, the maps would relate to the degree audit system in AIS. He looks forward to working with CEP on this.

The VPDUE has some alternate proposals regarding course time-slots, one of which includes reducing transit time on MWF to fifteen minutes and adding one class in the evening at 6pm. This would add about 8% more capacity.

The VPDUE agrees that the advising systems could be improved, but his focus right now is on fixing the problems with AIS, most importantly the degree audit system. He feels that improvements in AIS could increase the ability of students to do self-advising. Right now, college and departmental advisors do not use the ‘Advising Notes’ feature in AIS. All the

information on a student is located in paper files in the respective colleges/departments. The advising infrastructure could be greatly improved by formalizing an online component and centralization of advising information. He added that he feels the college advising is working well.

CPB asked the VPDUE's thoughts on the location and funding of the Writing Program. It is the VPDUE's understanding that the Dean of Humanities has made the Writing Program a top priority. Radically altering the way Writing is handled on this campus is not on his list of priorities, but he is open to ideas and dialogue. Because Writing resources are tied to enrollment, it may make the most sense to create allocation formula that assures that a percentage of tuition is set aside for writing instruction.

What about the funding models for Core Courses? Many colleges are finding they are unable to fund their core courses, for a variety of reasons (such as veteran faculty teaching a course as opposed to a lecturer), and are using their own money to ensure reduced core course class sizes.