

MINUTES
COMMITTEE ON PLANNING AND BUDGET
Meeting of January 12, 2012

Present: Lynn Westerkamp, *chair*, Sriram Shastry, Robert Boltje, Deanna Shemek, David Draper, Andy Szasz, Daniel Friedman, Patty Gallagher, Susan Gillman, David Helmbold, Joe Konopelski, Jessica Greenstreet, SUA, Matthew Mednick, Committee Analyst, Mary-Beth Harhen, Senate Director

Absent: Alexander Hirsch, GSA

Guests: CP/EVC Alison Galloway

1. Members Items

The minutes of the December 8, 2011 meeting were approved as written.

Chair Westerkamp reported on the Language Program external review closure meeting. With the relatively recent addition of ladder faculty to the program, they are developing a major in applied linguistics and languages, a major that builds upon the research specialties of the new ladder faculty. Most notably, they offer a three course series, Spanish for Spanish speakers for students who are fluent in spoken Spanish but have limited literacy. This innovative series creates a special community based around an academic activity, supporting the campus goal of being a Hispanic Serving Institution. Maintaining the program at its current level may require some additional financial support. CPB recognized this as an example of curricular changes that support larger campus goals. The Language program is also making an effort to regularize the curriculum across instructors, meaning that all students who take Spanish 1 will be expected to reach the same level of competency.

Chair Westerkamp also reported on a presentation given by Vice President Patrick Lenz on the recently released governor's budget. The 2012-13 governor's budget includes \$90 million for the UC Retirement Plan (UCRP). Governor Brown had listed twelve things that he wanted to see in state pension plans and it turns out that the UCRP already has a majority of them. If this part of the budget passes, it would have the effect of reducing the UC budget cuts since paying for UCRP is factored into the reductions. The governor's budget also includes \$5 million for retiree health benefits. These inclusions are important in that they acknowledge a state obligation to UCRP. On the down side, there is a trigger in the governor's budget proposal that will add an additional \$200 million in cuts if revenues do not meet projections. Also, the mid year cut for this year (\$100 million) was triggered. UCOP is absorbing it on a one time basis, but if the revenue measures are not passed, it is likely that this reduction will become permanent next year.

SUA representative Jessica Greenstreet announced that the class survey questions are being finalized. At the recommendation of last year's CPB, questions regarding advising are being added and she invited any new suggestions from the committee.

Senate Chair Susan Gillman reported on the systemwide Rebenching Task Force meeting stating that UC Irvine put forward a proposal that only the underfunded campuses would get

extra money up to the point that made them roughly equivalent to other campuses. It doesn't take away from campuses who currently benefit, and did not include weighting for graduates students. UCSC's Office of Planning and Budget is currently doing an analysis to understand the possible effects on our campus.

2. Proactive Agenda for Winter Quarter

CPB briefly discussed the scope of sub-committee work – that the big picture of the issue must be understood. If the focus is too narrow, the work of the sub-committee loses credibility. CPB identified maintaining or improving undergraduate educational quality in a time of constrained resources as the overarching umbrella for of these issues. The work of sub committees will run in parallel and the committee will determine later if it is to roll up to a single report. A list of sub-committee members will be circulated to CPB.

CPB agreed to form several sub-committees and had preliminary discussion about the scope and charge of each.

Realignment implementation: The EVC's dissolution of Student Affairs last summer moved many units under the VPDUE and VC BAS with the remainder reporting up to the EVC through the Dean of Students. Issues about the implementation were raised at CPB's consultation with the VPDUE last quarter.

Summer Session: CPB has already sent a request to the VPDUE for information about summer session finances. The role of summer session in the curriculum, and in relation to the EVC's goals of improving retention and graduation rates is a campus wide discussion. The sub-committee will seek to understand summer session's intersection with not only the curriculum but also such issues as graduate student support, facilities, faculty involvement, and housing with a goal of advising the EVC and the VPDUE on the possible role of summer session and creating budgetary models with appropriate incentives.

Total Cost to Students: This issue was identified by last year's committee as an area that needs greater understanding. UCSC's cost is one of the highest in the UC system. CPB will attempt to understand the components that go into attending UCSC, and how financial aid offsets work.

Curricular management and faculty workload: Last year, two issues were raised in the Senate: late disqualifications from the major and the inability of transfer students to complete majors in a timely manner. The major mapping project that grew from examination of these issues will give departments a graphic of their curriculum that will aid in curricular planning, enabling departments to quickly see course sequencing and the relation of the required courses to each other. Curricular planning and development is a level at which the Senate could look at how departments and curricula relate and how the campus structures support or impede goals around retention and graduation rates. CPB concluded that more discussion on this topic will be necessary before a sub-committee is formed.

3. Retention Report

The committee discussed the breadth of the data, noting that the analysis has too broad of a brushstroke. The campus will need to disaggregate populations and create solutions that address their specific needs, understanding that some populations will require more investment than others. Fundamentally we need to understand where resources will be most successfully invested. CPB acknowledges that there has been a shift in the type of student we admit, given the changes in our admissions policies and procedures. CPB discussed these different populations – high and lower achieving students, diverse ethnicity and economic groups, levels of preparation, etc. – and developed a set of issues to discuss with the EVC.

4. Consultation with CP/EVC Alison Galloway

EVC Galloway reported that she will soon send out budget letters to Unit Heads that map out scenarios accounting for different situations (i.e. tax initiatives don't go through and so forth). At the next consultation she will want to discuss possible strategies for this letter.

EVC Galloway gave an update on the Demonstration Advisory Group reporting that they are working on three things; the procedures for the judicial process, policies for preparing for demonstrations, and policies for response to incidents. The UCSC police chief has been asked to join a Sacramento group discussing UC protests.

Turning to the Retention Report, EVC Galloway noted that there is not a single problem. For example, why are students falling into the lower performing bracket? There is no statistical indicator as to why this happens, so there will need to be a series of programs to address it. If we can make some significant changes in small groups, it will make a difference in the overall numbers. We do well in recruiting under-represented groups to the campus, and they perform better than predicted, but other groups numbers are less positive. She noted that Retention Services are starting to collect outcome data, rather than the previous focus on satisfaction data; this will aid in understanding how academic performance is improved by our programs. She noted that the report showed some unexpected findings: for example, first generation is not a factor in retention.

EVC Galloway confirmed that the report is a public document, has been circulated widely, and will soon be posted on the web. It does not show the most favorable view of UCSC, but it identifies problem areas and will enable the campus to establish some goals in terms of the academic mission. The report is intended as background for creating an action plan. To that end, she will be charging the VPDUE to develop a action plan for the campus.

CPB discussed aspects of the report with the EVC. They noted that UC Riverside positively increased their rates by 4% in two years and inquiries should be made to understand what effected the change. UCLA noted a significant uptick in their graduation rates after the 45-unit major initiative, but it happened concurrent with an increase in tuition so it is difficult to determine the cause.

CPB emphasized the need to identify what type of student is attracted to and succeeds at UCSC. They agreed with the EVC that increasing retention rates is an operational goal and an achievable first step, but the larger goal should be maintaining and improving

undergraduate educational quality, albeit in a time of constrained resources. Focusing too narrowly on retention and graduation rates might distract us from the great task of creating greater student success and enhancing student performance. Since student success is a factor in retention, this goal should be clearly articulated.

CPB clarified with the EVC the term “perceived academic gains” which is used repeatedly in the report. This comes from the UCCUES survey of students that asked specific questions such as did you gain quantitative skills? qualitative skills? that created “perceived academic gains”.

5. Post consultation

CPB noted that the report presents the six year graduation rate as an external benchmark. But the campus has been interested in increasing retention and graduation rates as markers of the academic quality of undergraduate education. CPB recognizes that these external benchmarks do play into institutional ratings like in US News and World Report. CPB will ask the EVC to consult with the committee on her charge to the VPDUE for developing an action plan to ensure that this element, the focus on measuring student success not just institutional success, is highlighted.

6. Technology and Information Management (T.I.M.) Proposal to add Professional Degree Supplemental Tuition (PDST)

CPB discussed the proposal for PDST for the T.I.M. M.S. degree and the market survey conducted to gauge the interest in such a program. After reviewing the market survey forwarded by Professor Mangel and the additional document he sent that makes a case for the future need for individuals to be educated in this field, CPB found the basis for the proposal sound, and the need for the PDST justified. Questions about the funding model were raised, especially the sufficiency of the initial \$150k allocated by the EVC for the program’s start up. CPB will recommend that a contingency be put in place should this amount fall short of need. The committee raised questions about the price to students relative to similar programs at other institutions in the area, financial aid for current students grandfathered in, and the cost to non-residents. In terms of resources, CPB’s recommendation will comment on governance of the program and the use of ladder faculty.

7. American Studies B.A. Program Suspension

CPB recognized that the suspension will give program faculty time to pause and possibly develop a program in critical race and ethnic studies. There is already a fairly well developed proposal and an active group of transdivisional faculty working on it. It is not intended to be a replacement for the American Studies Program, nor is it synonymous. The two year suspension seems an appropriate timeframe, since the campus will have a better view of what will be available in terms of faculty resources. A concern raised about AS 10 not being offered was addressed in the department’s letter. CPB sadly acknowledged the need to suspend the major given the small number of faculty currently in the program. CPB noted that there were different dates proposed for the suspension period and although CEP is the committee to make a determination about the teach-out plan, CPB will recommend suspension from February 2012 through June 2014.