

COMMITTEE ON PLANNING AND BUDGET

October 2, 2014

Minutes

Present: Dan Friedman (Chair), Don Brenneis, Ólöf Einarsdóttir, Suresh Lodha, Loisa Nygaard, Eric Porter, Rick Prelinger, Danilyn Rutherford, Bruce Schumm, Jin Zhang, Guillermo Rogel, (UG), Hannah Tuong (UG), Whitney De Vos (Grad), Mary-Beth Harhen (ASO), Matthew Mednick (ASO).

Guests: EVC Galloway, VCPB Delaney

Members' Items & Committee Business

After brief introductions, Chair Friedman gave the committee an orientation on conducting CPB business, member responsibilities, and confidentiality. Chair Friedman also laid out the policy on recusals, and the expectation that when the committee is discussing an issue that pertains to one's department, or in which there is a clear conflict of interest, a member should leave the room and not participate in the discussion.

The committee discussed the role of members serving as representatives on campus committees or task forces, the procedures for authorship on behalf of the CPB, as well as review of minutes, routine external reviews of departments, and official correspondence, to be revisited in a future meeting. CPB approved the confidentiality agreement.

Senate Chair Brenneis provided a brief update on Academic Council matters which included systemwide issues like the organizational restructuring at UCOP. The Council also reviewed the total remuneration study (faculty) which shows UC's have a lot of catching up to do in relation to peer institutions. One major issue is that it was commonly argued that although UC pay was low, the benefits made up some of this difference. With the reductions in the value and increases in cost of benefits, this view is not as widely held any longer. There is also a fair amount of interest in revisiting rebenching – the re-allocation between UCOP and all ten campuses. It is unclear at this time if this interest will help or harm UCSC in the long run.

CPB 2014-15 Priorities

Chair Friedman laid out several items for proactive committee attention and invited comment or additions from the membership. The committee foci identified were: academic planning – including the faculty recruitment cycle (clusters, FIGH, etc.), enrollment planning, summer session, graduate growth, staffing crisis (vis-à-vis workload, morale, organizational structure), international recruitment and hiring, capital planning, and Silicon Valley planning.

Consultation with EVC Galloway and VCPB Delaney

The committee began by inquiring about the current status of capital projects on campus. Plans for investment in bringing Delaware Building C up to 'warm shell' status are still underway. This will be funded by a low-interest loan from UCOP. The campus has ongoing physical infrastructure projects (telecom), and the Coastal Biology buildings have broken ground. These buildings will require changes to the primary access road to the Long Marine Lab area.

EVC Galloway then informed the committee of the pending outcomes of the Envision Strategic Planning Process which should be announced via campus news next Tuesday. Through this process, around 1,200 campus constituents were interviewed and the Task Force membership identified several campus priorities. The Administrative Leadership Team took these outcomes under advisement and selected six for implementation:

- Academic planning process

- Research support infrastructure
- Climate for employees (morale)
- Balance processes (efficiency and effectiveness)
- Communication: strengthen and broaden our reputation
- Advance student success

The EVC provided a brief update on the budget outlook which was augmented by VCPB Delaney. Mandatory costs continue to rise, and Planning & Budget are working on modeling given recent changes in staff salaries, utility costs, and pension contributions. CPB will consult with the EVC and VCPB on pathways to balancing our budget for the next several years. Starting this fall the EVC will provide a series of budget talks for the campus, focused on informing everyone on the state of the budget, and realities for 2015-16 and beyond.

We will also be re-working and augmenting the academic planning process this year. In the last faculty recruitment call, the EVC allocated several FTE to Lecturer with Security of Employment (LSOE) hires, clusters hires as proposed by the Deans, and Faculty Initiated Group hires (FIGHs) as reviewed by the Senate. In keeping with the theme of hiring faculty in a more strategic manner, we will likely add more structure to the discussion of academic priorities, and hire using both new and replacement FTE in focused areas starting this cycle.

To start with, the Chancellor has called for the campus to make faculty hires, specifically targeted for placement in Silicon Valley. The draft plan is for 6 lines to be hired in 2015-16, 6 more in 2016-17, and 2 additional in 2017-18. CPB was keenly interested to know more about what programs these hires would be focused around, and/or NASA AMES connections, as well as the support structure for Silicon Valley faculty.

Organizational reviews – The EVC informed the committee that due to workload issues, we would not be conducting organizational reviews of any administrative units in 2014-15.

CPB inquired about the current over-enrollment (~400) of California resident undergraduate students. This enrollment even after aggressive melt techniques decreased the figure from ~800 down to 400. This over-enrollment causes huge impacts across campus in several areas such as housing capacity, core course instruction, impacted gateway courses, etc. CPB was critical of the variance of our enrollment projections in recent years. The acceptance rate of our admissions offers has been volatile, and is impacted by the wait-list strategies employed by our sister campuses. Even so, CPB argued that more advanced modeling could be employed to avoid huge program and support impacts which take 4-6 years to redress. CPB offered to be more involved in the enrollment target exercise, as it had been in years past.

FTE Transfers

The committee took a preliminary look at several requests for faculty FTE transfer. The committee agreed to a general position, which will be revisited at the October 9 meeting and finalized. There was discussion of the implications of split appointments, and what impact they have on related faculty and departments.

External Reviews

The committee reviewed the assignments list of member subcommittee and administrative committee responsibilities. Based on member feedback, some assignments were updated.