

April 26, 2024

LORI KLETZER, Campus Provost and Executive Vice Chancellor  
Chancellor's Office

**Re: 2024-25 Faculty FTE Recommendations**

Dear Lori,

The Committee on Planning and Budget (CPB) has reviewed the divisional faculty recruitment requests for 2024-25. In preparing its recommendations, CPB reviewed the faculty recruitment call to the academic divisions (dated 1/2/24) and the requests for faculty recruitment submitted by the divisions. Additionally, CPB consulted with each of the divisional Deans, all of whom received a set of questions in advance. A follow-up set of written questions was sent to four of the five Deans prior to our final recommendations. CPB invited the Chairs of Graduate Council (GC) and the Committee on Educational Policy (CEP) to attend each of the dean consultations, and also consulted with the GC and CEP chairs on their perspectives related to the implications of divisional recruitment plans for graduate and undergraduate education, respectively. The delays in the call and subsequent extension provided to the Deans for the divisional faculty recruitment requests necessitate that CPB's final recommendations are considerably later than in past years and later than is desirable from a planning and budget perspective. However, we understand that this year's process is unusual in many respects as a result of the budget deficit and the implementation of the Divisional Resource Model.

**Principles for Review**

CPB's approach to the FTE call follows the approach initiated last year in response to the rollout of the Divisional Resource Model (DRM, formerly Fresh Air) and was updated based on guidance regarding likely FTE authorizations during a period of budgetary constraint. CPB first examined and then rated (not ranked) the positions within each division as being supported by CPB or not. For this call, CPB considered all positions as well-aligned with campus priorities, and rated all 19 submissions as supported. CPB's deliberations about the FTE requests were then guided by the campus goals, priorities, and academic indicators outlined in the FTE call letter, which emphasized UCSC's commitment to reducing the undergraduate student FTE to Senate faculty FTE workload ratio (30.4) to be in line with UC averages (29.6).<sup>1</sup> Behind this aim is the fundamental principle that the University of California's educational mission as a research university is to provide a UC quality education, based on three key components: the training and expertise of UC faculty, the ability and engagement of UC students, and the rich research-based environment central to the UC system. High student to faculty ratios compromise this mission. While these ratios are increasing system wide, UCSC has made considerable progress over the past decade, reducing our ratios from the highest in the UC system to be more in line with other campuses (currently the same rate as UC Riverside and below UC San Diego). CPB evaluated student to faculty ratios through a number of lenses including the department-level and division-level undergraduate and graduate student:faculty ratios and the historical trends and

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<sup>1</sup> <https://www.universityofcalifornia.edu/about-us/information-center/student-faculty-ratio>

likely impacts of imminent separations and retirements. CPB also established priorities for assessing positions based on how the proposed FTE positions would: a) stabilize and strengthen existing undergraduate and graduate programs, and b) support established campus initiatives. CPB therefore focused on a) increasing disciplinary and demographic diversity, b) improving undergraduate and graduate student success and experience by reducing impactation and high student-to-faculty ratios, c) strengthening graduate education, and d) supporting programs that are challenged to mount their undergraduate and/or graduate curriculum. Given the uncertainty of the budget, CPB considered but placed less emphasis on requests that focused more exclusively on aspirational growth towards research excellence, as CPB considered those positions to be valuable but less critical than stabilizing and strengthening existing programs and initiatives during a period of reduced FTE authorizations.

### **CPB Review Process**

CPB received the FTE requests very late this year, with preliminary and final documents sent on March 20 and March 28, 2024. This timing necessitated consultation with the Deans prior to CPB's receipt of the divisional responses to the call, with subsequent followup from CPB in April to four of the five divisional Deans. CPB established teams to review and facilitate discussion of each division's submissions. Each team had two members, a lead from outside the division, and a second member from within the division. CPB also received and restructured datasets to look at faculty and student growth, faculty to student ratios, and recruitments, separations, and retirements from 2014-15 to 2022-23, augmenting prior CPB assessment of trends from 2003-04 to 2022-23. We examined each variable and trend of workload ratios, recruitments, and separations by department and division, comparing departments to their division and then to the campus average. We also reviewed prior year decanal responses to provide context for this year's review. Finally, we scheduled consultation with the chairs of Graduate Council (GC) and the Committee on Educational Policy (CEP) on April 11, 2024. While this timeline necessitated less deliberation within CPB than is typical, committee members provided due diligence and deliberation for our final recommendations during both scheduled committee meetings and offline as necessary to reach agreement. CPB recognizes and acknowledges the unusual requirements for this year's timeline but reiterates past requests for earlier review of the FTE call and earlier receipt of all materials to ensure that the FTE requests are fully and fairly evaluated while also providing more lead time for recruitment planning before summer.

### **Challenges & Opportunities**

Before moving to the specific recommendations, CPB would like to note some unique and ongoing challenges faced by UCSC in conducting the FTE review process this year. First, the campus is in the midst of a fundamental restructuring of how core funds get distributed to the disciplinary divisions. This is the first year where all FTE are held centrally, and while the distinction is still made between new and open provisions (although the distinction is no longer well-defined), the Deans no longer benefit from open provisions and are no longer responsible for start-up costs. At the same time, unallocated open provisions have, prior to the DRM, been used by the Deans for a range of critical functions and the Deans have expressed strong concern for how this transitional period impacts operations and planning within their respective divisions.

Second, the implementation of the DRM and the underlying models linking Teaching Professor positions and Instructional Support (IS) funds effectively penalize divisions for hiring Teaching Professors by reducing overall teaching capacity (unless the implicit assumption is made that Teaching Professors exclusively or predominantly teach large lower-division courses). Finally, the campus is now aware of the considerable structural deficit and the short- and long-term budget challenges facing both UCSC and the UC System. These considerations strongly influenced CPB's evaluation of the proposed FTE. CPB also considers this and future years in a context of limited resources, following several years of robust recruitment as part of the Faculty 100 initiative. A positive aspect of the previous hiring is that the divisions are generally in a better position than they would be without the hiring. A substantial negative impact, elaborated below, is that it is alarmingly easy to erase the progress the campus has made and many programs remain understaffed with faculty FTE; the overall sentiment on campus is shifting towards concern about the future of UCSC as these details have emerged.

Given this background, particularly the uncertainty around the funding envelope for the number of FTE likely to be authorized, CPB first rated all FTE requests as supported (or not) in the context of the Principles for Review. CPB then placed the FTE requests into three tiers of four FTE each. Specifically, CPB took the following two step approach:

1. CPB assessed the justification of a position relative to the goals and priorities described in the "principles for review" section above. For this first step, CPB gave a binary recommendation: either CPB recommended or did not recommend allocation/authorization.
2. If CPB recommended allocation/authorization, CPB rated the position as "highest" (Tier 1), "high", "medium," "low," or "conditional" priority. A "highest" rating represents a position that CPB felt was critical and urgent, requiring a search to be conducted this academic year (2024-25). A high rating represents a position that CPB endorses for a search this academic year, but with the understanding that there may not be enough authorized positions to accommodate all requests. A medium rating represents a critical need but for a search that could be conducted a year or more out. A low rating represents a needed position in a department or program that was well justified, but could be delayed to a future year. Finally, some positions were also given a "conditional" rating, where either additional information was required to make an informed decision or the relative ranking would depend on ongoing or planned changes at the FTE and departmental level (for example, ongoing off-cycle hires, pending separations and retirements, or submission and approval of undergraduate major pathways).

### **Historical Trends: Student and Faculty Growth**

In the past, central (new) positions have tended to be linked to undergraduate growth, graduate growth, extramural growth, and interdisciplinary growth. As has been documented in past CPB recommendations, growth across the disciplinary divisions has been asymmetric. Historically BSOE has driven the most undergraduate and doctoral student growth at UCSC (Figures 1 & 2), has the highest student:faculty ratios, and has the most impacted majors. As a result, BSOE has also received the most central lines (Figure 3).

Figure 1. Undergraduate enrollment by division.

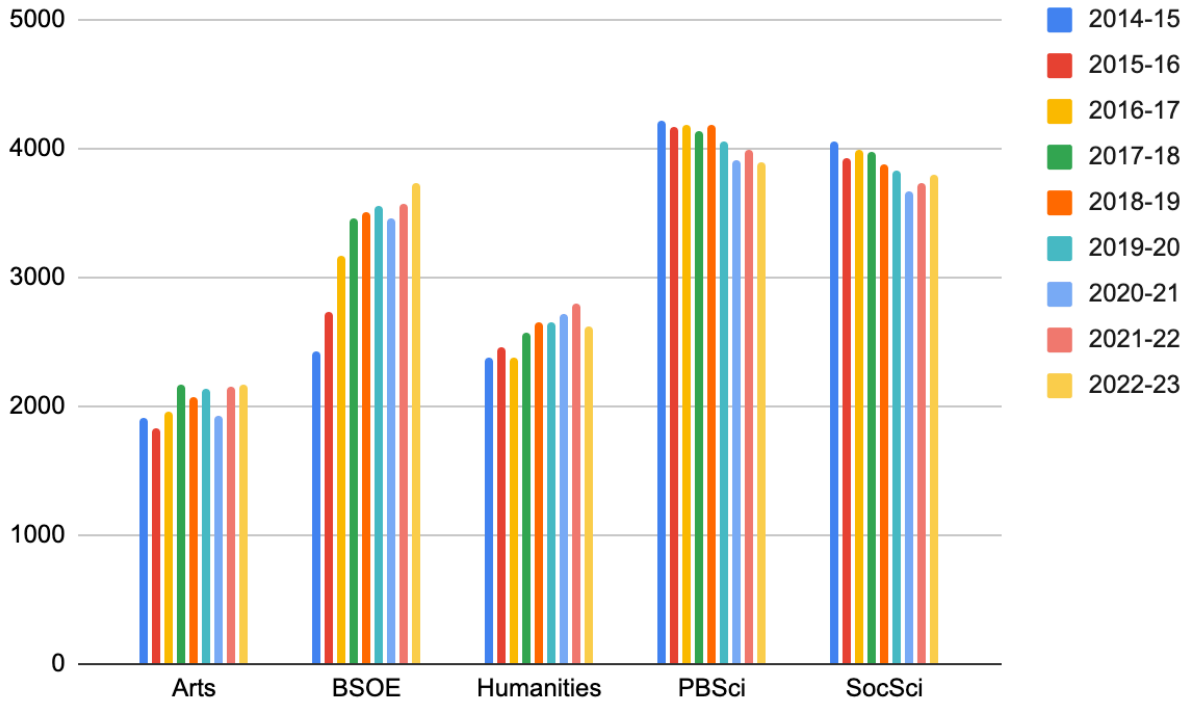


Figure 2. Major headcount by division.

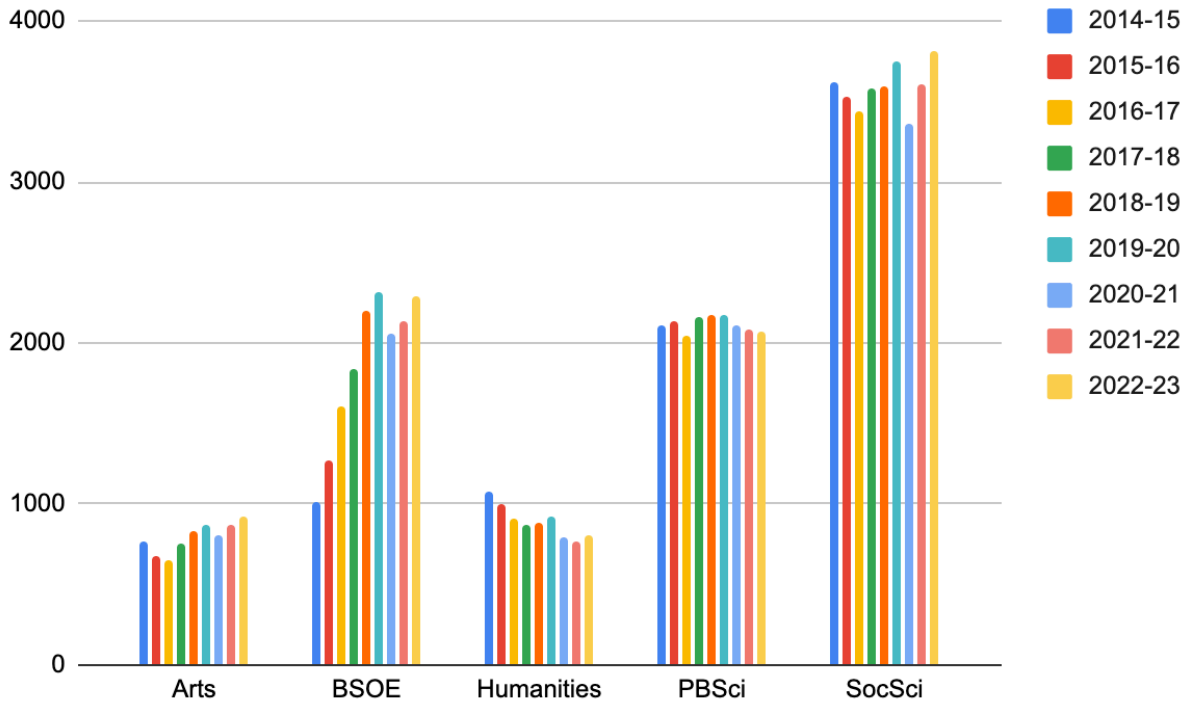
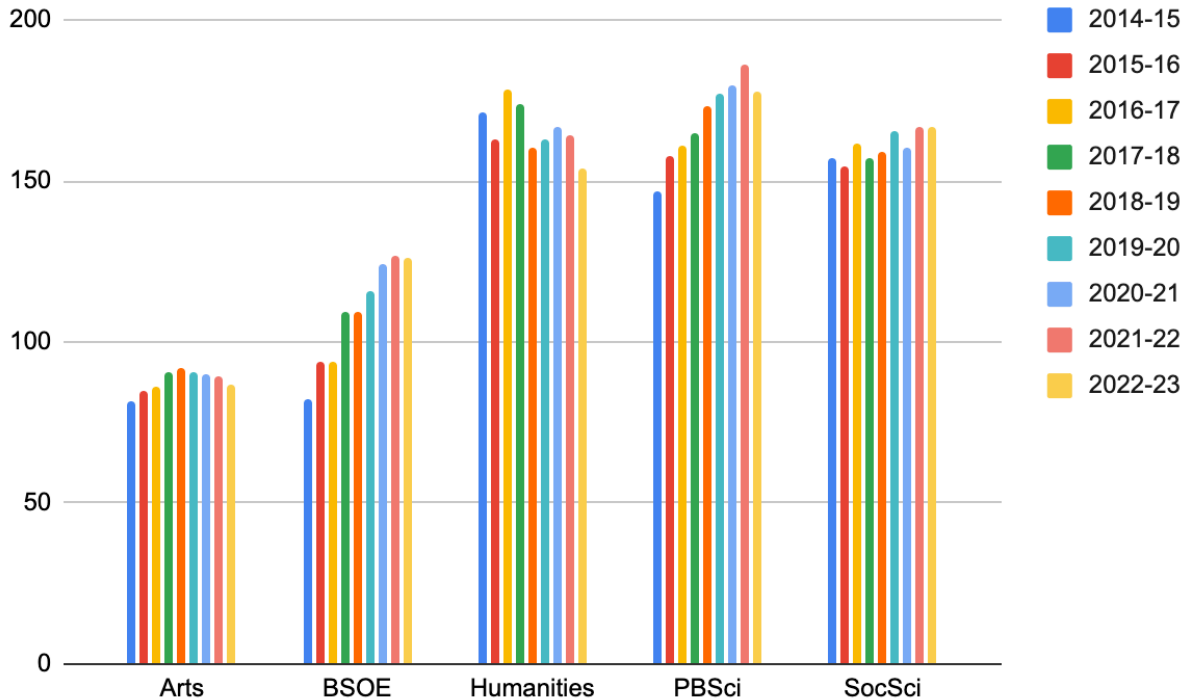


Figure 3. Faculty FTE by division.



However, while these trends still exist, divisions appear to have reached stabilization of several of these metrics (Table 1). For example, from 2014-15 to 2022-23, BSOE has maintained considerable undergraduate growth (53.7%) followed by Arts (13.7%) and Humanities (9.6%). Yet, in the most recent 3-year period, growth has slowed, sometimes substantially, across all divisions, ranging from -4.4% (PBSci) to 4.9% (BSOE). Declared majors show similar trends, with a longer-term growth rate of 125.5% (BSOE) and 20.6% (Arts) reduced to -0.9% and 5.85%, respectively. Payroll FTE has largely tracked these trends, with BSOE increasing 53.5% since 2014-15, followed by PBSci (21.3%), SocSci (5.9%), and Arts (5.8%), and with Humanities declining (-10.2%). Alarming, in the last three years (i.e. all Faculty 100 years), the trend in payroll FTE has slowed or reversed across all divisions except Humanities (which is still declining but at a slower pace), ranging from 5.8% decline (Humanities) to 8.4% growth (BSOE). These shifts in undergraduate enrollment, major declarations, and corresponding FTE recruitment have moved the campus into what is arguably a more stable and equitable distribution of students and faculty across the divisions, with BSOE continuing to grow but at a reduced pace. As a result, last year's FTE call for 2023-24 authorizations resulted in a fairly uniform distribution of authorized provisions (5-8 to each division). For the current FTE call, CPB considered this information and focused on positions that fill critical needs across all divisions rather than focusing primarily on continued growth.

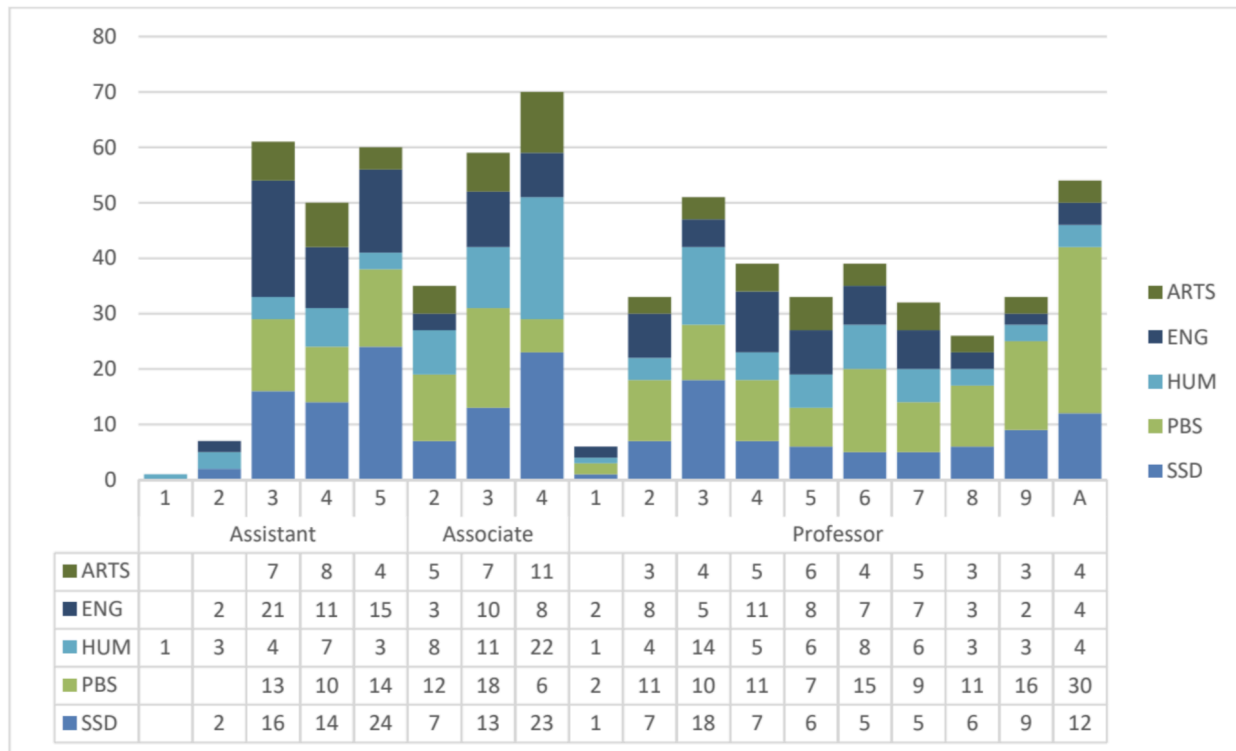
*Table 1. Percent growth (or decline) for undergraduate FTE, declared majors, and faculty FTE from 2014-15 to 2022-23 and from 2019-20 to 2022-23.*

	2014-15 to 2022-23			2019-20 to 2022-23		
	Student FTE % Growth	Major % Growth	Faculty FTE % Growth	Student FTE % Growth	Major % Growth	Faculty FTE % Growth
Arts	13.71	20.64	5.75	1.83	5.85	(-4.74)
BSOE	53.68	125.52	53.53	4.90	(-0.90)	8.40
Humanities	9.61	(-26.07)	(-10.22)	(-1.58)	(-15.55)	(-5.79)
PBSci	(-7.59)	(-2.16)	21.34	(-4.41)	(-5.07)	0.62
SocSci	(-6.27)	5.14	5.92	(-0.90)	1.58	0.66

### **Historical Trends: Faculty Growth, Separations, and Retirements**

As alluded to above, despite the Faculty 100 initiative, there is considerable potential for negative growth of payroll FTE on the campus with a corresponding impact to student:faculty ratios, graduate enrollments (which are also declining due to the rapidly rising costs of both TA and GSR salaries), extramural research, and, consequently, both student success and the campus' ability to meet UC Quality standards. CPB viewed the current FTE process through this lens, recognizing that we as a campus are on the precipice of a potentially catastrophic decline in faculty. Two lines of evidence point toward what may seem to be an alarmist conclusion. First, CEP requested and received data on the distribution of faculty by years and rank (Figure 4). This shows about 51% of all faculty are at Professor Step 1 or higher, and 7% of faculty (48 faculty members) have over 20 years on our campus. This has several implications; for CEP, there is concern about the ability to maintain the curriculum with imminent retirements. For CPB, we note that new faculty generally result in considerable salary savings if replacing retirements, but some faculty may choose to delay retirement for fear that their position will not be replaced in our current budget climate. We also note that the "Faculty 100" is not particularly evident in the distribution of faculty, assuming the majority of new faculty are hired at the Assistant rank. It is also noteworthy that a disproportionate number of potential retirements are in PBSci; this is already influencing decanal decisions, with Dean Gaensler referring to an "avalanche of retirements." This is not to imply that this issue is unique to PBSci; Dean Shimizu notes that "[r]ecent and impending retirements threaten the Division's distinction in East Asian Studies," and Dean Wolf notes eight retirements since 2022-23. Retirements were highlighted prominently in nearly all of the decanal responses.

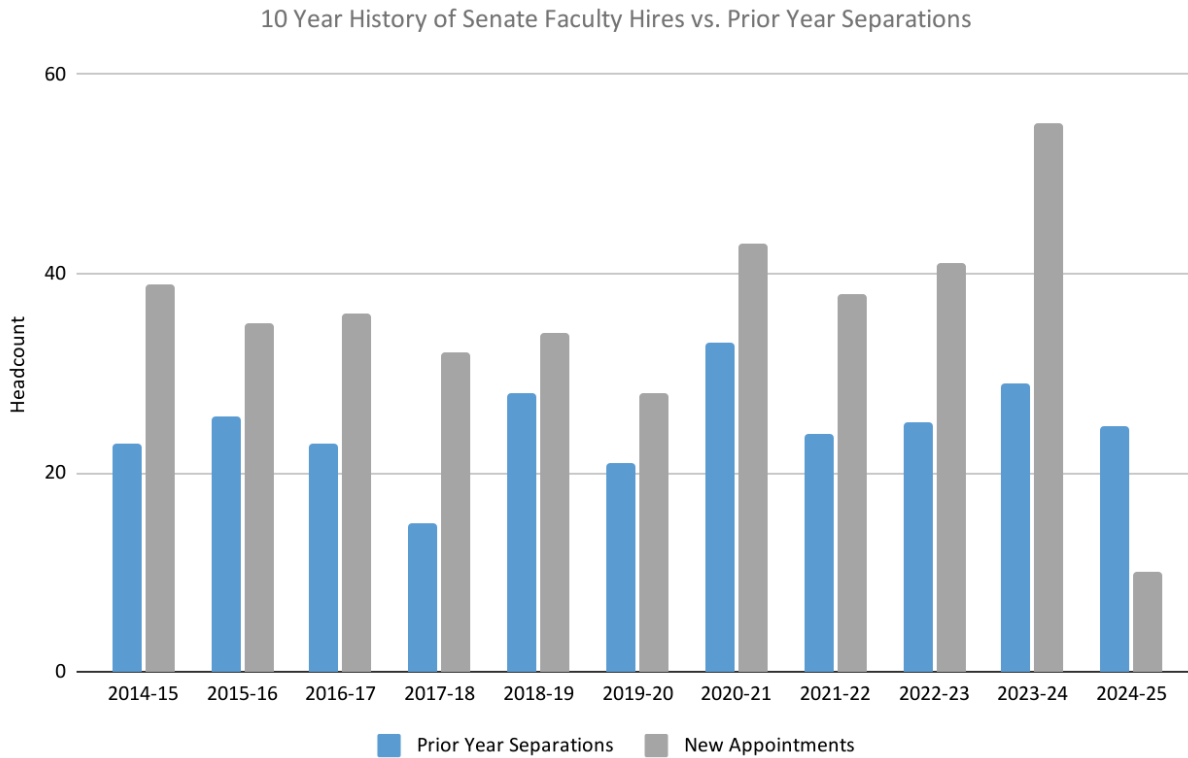
Figure 4. Distribution of senate faculty by rank and step by division, through 2023-24. Senate faculty include both Ladder Rank and Lecturer SOE as listed in DivData.



A second line of evidence for serious concern is based on the trend of retirements and separations versus new FTE<sup>2</sup> (Figure 5). From 2014-15 to 2023-24 (2023-24 is based on CPB analysis of likely outcomes), the campus has grown the faculty by 120 positions, resulting in numerous tangible benefits including a steadily declining [undergraduate:faculty ratio](#) and steadily increasing [extramural funding](#). CPB estimates, using projected authorized FTE of five for this cycle with 50% more off-cycle hires (off-cycle hires are closer to 35% historically) and a historical average recruitment success rate of 75%, that the campus faces a net loss of 15 FTE for 2024-25 when separations are taken into account. In contrast, the net gain of FTE from 2020-21 to 2023-24 during Faculty 100 was ~21.5 new FTE (net gain). By this logic, and assuming that similar budgetary restraint is imposed for an additional 3-4 years, the campus could expect to reduce total FTE by 45-60. In terms of faculty growth, this would reverse all of the net gain from Faculty 100 and approximately 5-6 years of net growth on the campus. At the same time, total annual student enrollment (FTE) increased 12.9% from 2014-15 to 2022-23 and 2% during Faculty 100. The campus is focused on increasing enrollment over the next several years, which will exacerbate the divergence between faculty and student FTEs if the faculty FTE reductions seen this year trends, leading to direct impacts on student:faculty ratios and other core campus metrics.

<sup>2</sup> All analysis based on the “CPB Fall 2023 Faculty Recruitment and Separations” spreadsheet provided by BAP, with forward projection based on historical trends.

Figure 5. 10 year history of senate faculty hires vs. prior year separations, with 2024-25 estimated based on existing data and historical trends.



### Summary of Recommendations

CPB supports all of the proposed FTE as worthy of consideration, as they align with multiple campus goals, priorities, and academic indicators outlined in the FTE call letter. In a normal year, CPB would support all of these requests. Given the structural deficit and the need for budgetary restraint discussed in the FTE call letter, CPB recognizes that a small number of FTE will actually be authorized this year. We therefore identified FTE in three ranges. First, the highest priority requests (four total in Tier 1) would fit within the limited number of authorizations expected this year. Tier 2 is based on the FTE call letter, which specified 3-4 new faculty and 5-8 open provisions, amounting to 8-12 FTE for this cycle. (CPB did not differentiate between new and open provisions given that all FTE are now centralized, and while this differentiation is useful for tracking progress toward the *Faculty 100* goal, it makes little practical difference in CPB recommendations). Tier 2 represents what we consider to be the most critical positions for an additional four FTE. Finally, Tier 3 provides four more FTE, providing full recommendations in the unlikely event that the upper limit of 12 positions will be authorized. We hope this provides clear guidance on positions that would likely move up in future FTE calls so that the divisions and campus can plan accordingly.

The table below summarizes CPB’s recommendations, first for all submitted requests, and second for our three tiers.



*Table 2. Summary of overall ranking by division.*

Rating Count	Highest	High	Medium	Low	Conditional
Arts	1	4	0	0	0
BSOE	1	2	0	2	1
Humanities	0	0	0	0	0
Physical and Biological Sciences	1	2	2	1	0
Social Sciences	1	0	0	0	1

**Tier 1** (in alphabetical order by division; not ranked within the tier):

- Assistant Professor 3, Africa Art & Visual Culture (HAVC, Dean's position #1)
- Associate Professor 3, Generative AI (CSE, Dean's position #1)
- Assistant Professor 3, Terrestrial, Marine, or Mixed Community Ecology (EEB, Dean's Position #2)
- Assistant Professor 3, Cognitive Psychology (PSYCH, Dean's position #1)

CPB placed four positions as highest priority, or positions that have the potential to critically damage divisions and programs or exacerbate issues with student success if they are not filled in this call.

**Tier 2** (in alphabetical order by division; not ranked within the tier):

- Assistant Professor 3, Artist/scholar in drawing, painting, 2-D w/ Latinx/Chicanx emphasis (ART, Dean's position #2)
- Professor 3, Next Generation Media Technology (CM, Dean's position #2)
- Assistant Teaching Professor 3, Math Pedagogy (MATH, Dean's position #1)
- Assistant Professor 3, Structural biology of RNA (CHEM, Dean's position #5)

In Tier 2, we placed four FTE that, in a normal year, would almost certainly be authorized. We placed them in Tier 2 because while critical, they are not the highest priorities. There are considerations about the impact on teaching capacity (MATH) and space availability (CM) that led to these particular positions being slightly downgraded from the highest tier. For the other two positions in Tier 2, CPB agreed that the ART position is foundational, and that the CHEM position is both a growth opportunity and a way to stabilize the broad area of RNA research (in place of the MCDB position, which is discussed in more detail below). The BSOE position in Tier 2 is a "conditional" FTE for reasons described in detail below.

**Tier 3** (in alphabetical order by division; not ranked within the tier):

- Assistant Professor 3, Latinx, Chicanx and/or Latin American film and Media (FDM, Dean's position #3)
- Professor 3, Statistical Data Science (STAT, Dean's position #3)
- Assistant Professor 3, Data Driven Control (AM, Dean's position #4)
- Associate Professor 3, Paleoceanography/paleoclimatology (EPS, Dean's position #4)

Finally, in Tier 3 we place four additional FTE. Again, all positions would be valuable additions to our campus, but CPB does not rate them as high priority given current budgetary constraints. We also note that the BSOE positions in Tier 3 are "conditional" FTE for various reasons described in detail below.

In summary, CPB supports authorization for up to 12 FTE across four of the five divisions. While Dean Alinder chose not submit new FTE requests, CPB also strongly supports recruitments in the existing authorized provisions and expects to see strong justification for additional hires in next year's FTE cycle. We also recommend that off-cycle hires, particularly Presidential Postdoctoral Fellows, be considered as a strategic opportunity to adjust hiring during the remainder of the year in response to updates on the budget and divisional needs.

## **Discussion of Divisional FTE Requests**

### **Arts**

The Arts Division has requested five total FTE for this cycle, most of which serve multiple functions and will support the Dean's sustained efforts to recruit and retain a diverse faculty who can deliver a cutting-edge suite of curricula to engaged students who are well resourced. CPB appreciates how the requested FTE work to fulfill curricular gaps, replace invaluable separations/losses, and/or reduce student:faculty ratios so the division overall will continue to thrive as a fiercely inclusive and intellectually innovative unit that contributes to building a "more just society." To this end, CPB notes that the diversity of FTE requests reflects the division's current priorities, which fall along two paths: To strengthen representation in strategic areas (art and visual culture in Africa; Latinx, Chicanx and Hispanic art, film, and media) and to continue building curricula that prioritize intersectional, decolonial approaches to education. These priorities are critical for the campus's larger goal of being a minority-majority serving institution and can, as Dean Shimizu notes, help the division bring together "excellence" with "equity."

Thus, CPB views Dean Shimizu's requests as necessary for the continued health and growth of the division and places the History of Art and Visual Culture's Assistant Professor in the Art and/or Visual Culture of Africa as the highest priority, with the other four positions as high priority.

Deans Rank	Dept	Discipline	CPB supports position	CPB Rating
1	HAVC	Art and/or Visual Culture of Africa	Yes	Highest
2	ART	Artist Scholar in Drawing, Painting, and 2D Digital Art Practice: Latinx, Chicanx and Hispanic Representation and Critical Practice	Yes	High
3	FDM	Latinx, Chicanx and/or Latin American Film and Media	Yes	High
4	PPD	Acting, with a specialization in intersectional, decolonial practice	Yes	High
5	MUSC	Cultural Inquiry	Yes	High

### Highest Priority

#### **Assistant Professor 3, Africa Art & Visual Culture (HAVC, Dean's position #1)**

This position fills a critical gap in the department's curriculum and programming, due to an impending retirement, and is identified by Dean Shimizu as the division's most critical curricular and research need. The campus sorely lacks expertise on the continent of Africa and this position will not only fill curricular gaps but also provide synergies with Black/African/Diasporic studies across the division and the university. HAVC's Undergraduate Workload FTE per Total Payroll Faculty FTE is the highest in the Arts Division and second highest at UCSC. CPB views this as the highest priority and recommends authorizing this position.

### High Priority

#### **Assistant Professor 3, Artist/scholar in drawing, painting, 2-D w/ Latinx/Chicanx emphasis (ART, Dean's position #2)**

This position fills a vital departmental curricular need. There is only one FTE faculty in painting and drawing, an area of fundamental importance to the Art major. The requested position's emphasis on Latinx, Chicanx, and Hispanic Representation and Critical Practice serves an important DEI function, especially given the fact that 24% of graduating Art majors are Latinx students. CPB views this as a high priority and would support authorizing this position.

#### **Assistant Professor 3, Latinx, Chicanx and/or Latin American film and Media (FDM, Dean's position #3)**

This position fills a critical need for scholarship and teaching in Latinx/Chicanx and Latin American cinema and media, an area of inquiry that has been overlooked in FDM's curriculum. This position will strengthen (and deepen) FDM's efforts to create an inclusive program for both theorists and makers. Additionally, this position will have tremendous synergistic potential with

other positions in the Arts, Humanities, and Social Sciences. CPB views this as a high priority and would support authorizing this position.

**Assistant Professor 3, Acting specializing in intersectional, decolonial (PPD, Dean's position #4)**

This position addresses a curricular gap caused by a 2020 retirement. It will help the department reduce its extraordinarily high student:faculty FTE ratio (36.5). The position will also address PPD's proposed new interdisciplinary program, one that encompasses both live and digital performance. This position will strengthen PPD's project of decolonizing the curriculum, and its efforts to decenter white and/or Western performance practice. CPB views this as a high priority and would support authorizing this position.

**Assistant Professor 3, Musicology specializing in Cultural Inquiry decentering Western canon (MUSC, Dean's position #5)**

This position is a departmental priority to fill gaps in undergraduate and graduate curricular offerings and mentoring that were created following retirements. This position will focus on comparative historical musical practices. CPB views this as a high priority and would support authorizing this position.

**BSOE**

Dean Wolf has put forward six FTE requests distributed across each of BSOE's departments. CPB applauds BSOE for shouldering an outsized fraction of campus enrollment growth over the past decade. This growth has been attended by notable growing pains and CPB is sympathetic to the ongoing issues of impaction in the School and CSE, in particular. The Committee viewed Dean Wolf's requests through the lens of critical curricular and research needs, with the fulcrum shifted in the most recent years to favor addressing sustainability and success in the curriculum. CPB's ranking represents our assessment of how best to address critical needs based on available information. However, CPB has seen multiple requests for off-cycle hires in the division and is aware of a dynamic hiring situation in Applied Mathematics. The committee feels that the authorization process should re-evaluate the criticality of some of the proposed positions given the likelihood that the landscape will change in the near future.

CPB noted (and a memo from Dean Gaensler underscored) the lack of space allocations in BSOE's FTE requests. The Committee is aware of the recurrent space issues in the division. Yet, the committee feels that FTE authorizations should be predicated on identification of space for the proposed FTE. Hopefully, collaboration between campus and BSOE leadership, facilitated by a greater degree of space management centralization, will enable future FTE requests to proceed following more complete space allocations.

Deans Rank	Dept	Discipline	CPB supports position	CPB Rating
1	CSE	Generative AI	Yes	Highest
2	CM	Next-Generation Media Technology	Yes	High/Conditional
3	STAT	Statistical Data Science	Yes	Conditional/High
4	AM	Data-Driven Control	Yes	High/Conditional
5	ECE	Biosensor and Bioelectronics	Yes	Low
6	BME	Bioengineering Biotechnology	Yes	Low

### Highest Priority

#### Associate Professor 3, Generative AI (CSE, Dean's position #1)

Computer Science and Engineering is experiencing chronic curricular impaction exacerbated by an unexpectedly large admissions yield in 2022. The department has the highest student-to-FTE ratios on campus and within the UC system. This condition is unsustainable and has forced the department into impacted status with gated admissions. This FTE request should be one of the campus's top priorities. Since the requested location is SVC, there is presumably adequate office and lab space available.

### High Priority / Conditional

CPB felt that the requests ranked 2-4 by Dean Wolf all make strong claims for a possible second FTE authorization.

#### Professor 3, Next Generation Media Technology (CM, Dean's position #2)

The request notes concerns about the "viability" of the degree programs in Computational Media if this position is not authorized. The 40:1 UG:FTE ratio also demonstrates need. However, a probable teaching professor hire in the general area of the search might more effectively alleviate curricular pressure while elevating the department's disciplinary breadth in Game AI. No space is specified for this position; CPB strongly asserts that space should be identified prior to FTE authorization.

#### Professor 3, Statistical Data Science (STAT, Dean's position #3)

The Statistics position is requested to ensure the viability of two proposed BS pathways in Statistics and Data Science. CPB recommends that authorization of an FTE allocation to Statistics should be predicated on approval of the new majors, otherwise the justification for critical need is less clear and less urgent. No space is specified for this position; CPB strongly asserts that space should be identified prior to FTE authorization.

**Assistant Professor 3, Data Driven Control (AM, Dean's position #4)**

The request notes concerns about the “viability” of the degree program in Applied Math if the FTE request is not authorized. This position does meet the criteria for critical need. However, AM is currently in flux with various personnel actions, and CPB recommends waiting to see if this program stabilizes before authorizing an FTE (or alternatively submitting an off-cycle hire request depending on the outcome of those personnel actions). No space is specified for this position; CPB strongly asserts that space should be identified prior to FTE authorization.

**Low Priority**

These positions represent disciplinary growth into areas with great potential for high research impact and extramural revenue generation. In a normal budget climate these positions would likely be high priority requests; however, in this cycle CPB did not feel that these positions met the threshold for critical need. CPB supports the requested positions but does not rank them as high-priority given current budgetary constraints.

**Assistant Professor 3, Biosensors and Bioelectronics (ECE, Dean's position #5)**

This represents an investment in Global Community Health and other campus initiatives. While CPB supports the position, it is at this time aspirational rather than addressing a critical need. No space is specified for this position; CPB strongly asserts that space should be identified prior to FTE authorization.

**Assistant Professor 3, Bioengineering/Biotechnology (BME, Dean's position #6)**

This position would have high research impact and would go to a department that generates considerable extramural revenue. However, the 15:1 UG:FTE ratio does not meet a threshold for critical need compared to other requests. Space is allocated (WRP) which CPB appreciates, and CPB supports the requested position but does not rank it as high-priority given current budgetary constraints.

**Humanities**

For this cycle, Dean Alinder chose not to put forward a request for new FTEs. CPB notes that the division has taken a multi-year approach to filling previously authorized FTE with 11 hires starting Fall 2023, three hires starting in 2024, one hire starting July 1, 2025, and eight ongoing recruitments from the last two FTE calls. This hiring plan has stabilized many of the departments in the division, and CPB acknowledges Dean Alinder's thoughtful hiring plans that have set the stage for future expansion into priority areas of research such as Science and Technology Studies, Humanities and Artificial Intelligence, and various aspects of Humanities and Asia, while amplifying the division's commitment to faculty diversity. CPB also supports future plans to stabilize the Writing Program with additional senate faculty.

Continuing to look beyond the current FTE call, CPB flags Feminist Studies specifically as a department of concern. CPB notes that two hires in that department are requested to be deferred for a third year. While not the smallest department in the humanities, the continued decline in faculty and the lack of recruitment of graduate students are concerning. CPB suggests that the

division and campus should critically evaluate whether FMST can be stabilized within the next year or two, or whether a plan for sunseting the department should be considered.

### **Physical and Biological Sciences**

In the current cycle, Dean Gaensler is requesting a total of six hires, two of which are justified in relation to retirements and separations in EEB and EPS, potentially creating significant teaching and research gaps and affecting the ability of these departments to sustain their undergrad and grad curricula. In particular, the hire in EEB seems critical to maintaining programs in ecology and marine biology, and to supporting the Coastal Science Program. Of the remaining positions, two are requested to support teaching in impacted fields across the division (MATH, CHEM) and two are growth positions (PHYS, MCDB).

CPB supports Dean Gaensler's decision to prioritize faculty hires who can enhance critical capacity in flagship research and teaching activities, as well as those that allow the division to capitalize on new opportunities. Our ratings largely follow Dean Gaensler's priorities for the division with a few notable exceptions based on our relative weighting of retirements versus growth positions.

PBSci continues to be an impressive campus leader in interdisciplinary growth fields and extramural grants. CPB agrees that the commitment to supporting heavily impacted fields warrants investment in FTE.

Deans Rank	Dept	Discipline	CPB supports position	CPB Rating
1	MATH	Math pedagogy	Yes	High
2	EEB	Terrestrial, marine, or mixed community ecology	Yes	Highest
3	PHYS	Experimental particle physics, astroparticle physics, or cosmology	Yes	Mid
4	EPS	Paleoceanography/paleoclimatology	Yes	Mid
5	CHEM	Structural biology of RNA	Yes	High
6	MCDB	RNA molecular biology + stem cells	Yes	Low

### **Highest Priority**

**Assistant Professor 3, Terrestrial, Marine or Mixed Community Ecology (EEB, Dean's**

**Position #2)**

In CPB's opinion this position should be of highest priority for PBSci, given the projected budgetary constraints and the anticipated (quoting Dean Gaensler) "avalanche of retirements" expected in EEB throughout 24-27. The avalanche of retirements is expected to seriously impact the undergraduate, graduate, and research programs in ecology and marine biology. Retirements will also negatively affect PBSci's ability to meet its teaching and student research advising commitments to the cross-divisional Coastal Science and Policy (CSP) program, which has been challenged by gaps in the availability of ladder-faculty to teach required CSP courses. CPB noted that Dean Gaensler is proposing hires in 25-26 in EEB (Coastal Science Program) and CSP (Professor of Practice), and three potential hires in EEB in 26-27, suggesting that EEB and CSP may face significant challenges in the near future. Indeed, CPB noted last year that CSP (and Sci Comm) are highly important programs with outsized impacts that urgently require stability through dedicated funding. While this is not directly a CSP hire, it could functionally fill that role. To mitigate the impact of retirements and potential unplanned separations, CPB recommends a proactive approach in which this position is prioritized over other PBSci requests in the current recruitment cycle. Moreover the sought position in terrestrial, marine, or mixed community ecology is in perfect alignment with campus goals to address global challenges such as biodiversity loss and ecosystem degradation, and to be a leader in innovative solutions, management strategies, and policy decisions in the field of ecological conservation.

**High Priority****Assistant Teaching Professor 3, Math Pedagogy (MATH, Dean's position #1).**

The Dean's top priority is a Teaching Professor in Math Pedagogy. This hire will play a major role in the newly introduced "Math For Life Sciences" (Math 16A/B) sequence, which satisfies requirements for all majors related to ecology, health, and molecular biology. The hire will help mitigate student FTE per faculty ratio in the Math Department, which currently stands at 44.4 (the largest in PBSci). This hire would be the third teaching professor in Mathematics, with expertise in the curriculum and pedagogic approaches most effective for large numbers of undergraduates. CPB considers this hire to be a high priority. However, we also notice that a broader plan/view for math education is still lacking on our campus. In particular, it would be beneficial for PBSci and BSOE to initiate a cross-divisional discussion leading to a closer collaboration between the Mathematics Department and the Applied Mathematics Department to deliver top-notch math education to our students. CPB also noted that the ratio of professors to teaching professors in the Mathematics Department currently stands at  $17/2=8.5$ , which is in-line with other departments on campus. Additionally, Math is currently recruiting in the area of "*Representation and category theory*," and two math faculty (one of which is a teaching professor) are currently serving as Associate Deans. This prompts consideration of whether hiring a ladder-rank assistant professor would be a better option for the department at this time, particularly given the potential for reduced teaching capacity associated with the Divisional Resource Model when hiring teaching professors. CPB is not opposed to these hires but does recommend that serious thought be given to how teaching professors are deployed.

**Assistant Professor 3, Structural biology of RNA (CHEM, Dean's position #5)**

This position enhances critical capacity in UCSC flagship research and teaching activities, and can also capitalize on new opportunities. Indeed, RNA research plays a crucial role in numerous cutting-edge applications, including RNA therapeutics, cell replication, and understanding the



human microbiome. The new hire will contribute to the relaunch of UCSC's RNA center, and mitigate the relatively high student FTE to faculty ratio in the Chemistry and Biochemistry Department, which is currently the second highest in PSci (33). The position is also a growth position in a key research area in which UCSC has well established cross-departmental and cross-divisional strengths (MCDB, BME).

### **Medium Priority**

#### **Assistant Professor 3, Experimental particle physics, astroparticle physics, or cosmology (PHYS, Dean's position #3)**

The Physics Department requested a position in Experimental Particle Physics. This is a growth (opportunity-driven) position which aims at seizing what are predicted to be major U.S. investments in particle physics over the next ten years. The Santa Cruz institute for Particle Physics (SCIPP) is extremely well-positioned to lead efforts in this area, and has not hired an experimentalist in the past 10 years. CPB supports the requested position but does not rank it as high-priority given current budgetary constraints.

#### **Associate Professor 3, Paleoceanography/paleoclimatology (EPS, Dean's position #4)**

The Department of Earth and Planetary Sciences requested a position in paleoceanography or paleoclimatology to fill critical gaps in the curriculum for Earth Sciences and Environmental Sciences majors resulting from recent retirements and separations. CPB noted that EPS successfully hired Prof. Paytan in 2022-2023 as Professor step X, via a TOE waiver of open recruitment. Professor Paytan's research focus is Paleoceanography, Biogeochemistry, and Aquatic Chemistry. The requested position at Associate Professor rank seems to have a significant overlap with Professor Paytan's expertise. CPB supports the requested position but does not rank it as high-priority given current budgetary constraints.

### **Low Priority**

#### **Associate Professor 3, RNA molecular biology + stem cells (MCDB, Dean's position #6)**

The Department of Molecular Cell and Developmental Biology requested a position with expertise in both RNA biology and stem cells. This is a growth position that will bolster the renewal of UCSC's RNA center, as is the case for the high-priority position in CHEM (ranked #5 by Dean Gaensler). The two positions (CHEM and MCDB) are intended to be highly complementary in that they both address outstanding questions in structural biology and RNA at the molecular level. The new hire will bring additional expertise in areas such as patient advocacy or antibiotic resistance (immunology). CPB noted that MCDB recruited a professor in stem cell biology last year and is currently running a faculty search in immunology this year. CPB supports the requested position but does not rank it as high-priority in the current budgetary environment.

### **Social Sciences**

In this cycle, Dean Mitchell has put forward two FTE requests, both in the subdiscipline of Cognitive Psychology. One or two hires in this area (specifically cognitive perception or cognitive control) would support the new (and growing) Cognitive Science major, thus directly

addressing undergraduate success in a department that has a very high FTE:UG major ratio of 74:1, as well as an FTE:UG ratio of 32:1. A hire in this area also has the potential to address the Psychology Department's equity mission, as many faculty members are connected to equity initiatives in Cognitive Sciences (e.g. Cognitive Scientists of Color). Further, a hire in this area would position the department to engage in interdisciplinary collaborations across campus (e.g. with Computational Media), potentially strengthening multiple programs. Finally, the last external review recommended a hire in this area.

CPB supports the request for an FTE in Cognitive Perception. With regard to the second position in Cognitive Control, CPB supports the position for the same reasons, but provides a conditional recommendation for filling this position in this FTE cycle given the current budgetary environment.

Deans Rank	Dept	Discipline	CPB supports position	CPB Rating
1	PSYCH	Cognitive Perception	Yes	Highest
2	PSYCH	Cognitive Control	Yes	Conditional/ High

### Highest Priority

**Assistant Professor 3, Cognitive Psychology (PSYCH, Dean's position #1).** CPB supports the request for an FTE in Cognitive Perception. This directly supports undergraduate education, reduces FTE:UG ratios, and strengthens existing programs both within and outside the department.

### Conditional Priority

**Assistant Professor 3, Cognitive Psychology (PSYCH, Dean's position #2).** CPB supports the position and would consider it as high priority for the same reasons listed for the first position, but provides a conditional recommendation in the current FTE cycle. Given the anticipated reduction in FTE for this cycle, CPB believes it may be more effective to address critical issues in all divisions, necessitating a delay of some highly ranked positions. Our conditional rating is predicated on whether an outstanding second candidate can be identified in the search for a psychologist in Cognitive Perception. CPB suggests that the job ad be written in such a way that a broad pool of applicants, including potential FTE that are aligned with Cognitive Control, can be identified.

CPB appreciates the opportunity to provide its recommendations on the 2024-25 faculty FTE requests. We look forward to further discussion as needed on CPB's recommendations and review process.

Sincerely,



Raphael M. Kudela, Chair  
Committee on Planning and Budget

cc: Academic Deans  
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