

November 8, 2006

MEMBERS OF THE ACADEMIC SENATE

Dear Colleagues,

We are in unusual times. My letter attempts to give you as complete a sense as possible of where we are as a Senate at UCSC and where we might be going. For those who are unclear about some aspects of Senate functioning, I provide some background, and I invite old hands to skim the discourse on background, picking out the bits of information relevant to our current situation.

I hope to see you on November 17 at our Senate meeting at 2:30 in the Multipurpose Room at Colleges 9 & 10 and also at the reception immediately following. View the agenda and supporting documentation at:
<http://senate.ucsc.edu/meetings/06nov/A06nov.html>

I welcome any comments.

BACKGROUND: UCSC WITHIN UC

The University of California (UC) is one of the largest universities in the world. With its ten campuses, five medical centers, three national laboratories, UC has an annual operating budget of about 17 billion dollars. It enrolls over 200,000 students and employs about 170,000 people of whom 53,000 are academics. See University of California Statistical Summary of Students and Staff, 2005, available at:
<http://www.ucop.edu/ucophone/uwnews/stat/statsum/fall2005/statsumm2005.pdf>.

The University of California differs from other universities, even other public universities, in a number of ways. Four aspects of UC's distinctiveness have special relevance for the Academic Senate. The four aspects include: a) the role of UC within a larger educational grid; b) the 10-campus system; c) the step and rank system; and d) the system of shared governance.

The University of California is one part of a master plan for higher education in the state of California. Two other parts of the master plan are the California State University (CSU) system and the community college system. When UC goes to Sacramento for funds, it sometimes cooperates with and sometimes competes with the other two parts of the higher education grid. The relationship between UC and the community colleges has evolved in recent years, in part as a response to discovered inequities in the system of admissions. UC's exclusive right to grant doctoral degrees has recently been modified, and the CSUs now offer some clinical degrees. At UC Santa Cruz (UCSC), the Education Department has experimented with a joint graduate program with San Jose State University. Meanwhile, the connection to community colleges will play an

increasingly important role at UCSC as we grapple with issues of undergraduate enrollment management.

Just as UCSC is part of a larger articulated system of higher public education, so does UC operate as an articulated system. Of late, President Dynes has spoken often of what he calls “the power of ten.” He insists that all campuses are to be brought together as equal partners. As the smallest campus save Merced, UCSC must in some ways struggle to make sure its interests are well served in the larger system. Our geographic isolation poses some unique issues. UCSC, for example, is the only UC campus that is not included within the university-wide fiber optic system of electronic communication. In terms of academic plans, a system-wide task force is looking at how best to integrate the offerings of the various campuses. UCSC’s position within the larger UC system is ever evolving.

As every professor knows, promotions and pay increases at UC depend on periodic proofs of continued excellence. Cost of living increases to salary are less pronounced at UC than at most other schools, and merit increases play a larger role at UC than in most other schools. The reliance on peer review of professorial productivity after advancement to the rank of Professor operates at UC in a way unlike any other university. A system-wide study of promotion to Step VI identified uneven patterns of advancement on the different campuses, and showed that UCSC has a strikingly low number of faculty at Step VI. The language of the APM manual has been rewritten to change both perception and practice in relation to what is no longer to be called the “barrier” step. See CAP Annual Report, 2005-06 and the revised APM 220-18 currently under review, available at:

<http://www.universityofcalifornia.edu/senate/underreview/ucap.apm.220.18b.4.0806.pdf>

At UCSC and all other campuses, three problems with compensation are of great moment. First: we are falling further and further behind our comparison schools, especially in light of our return to the system of making contributions to the retirement plan and in light of rising health care costs. Second, the discrepancy between the compensation of faculty and the compensation of senior administrators may be growing, even as the proportion of university personnel in senior administration rises. Third, and perhaps of most concern in the long run: the rank and step system no longer operates. System wide, an ever larger proportion of faculty are paid off-scale salaries. Some campuses have coped with the problem through developing having a shadow system of salaries. In concert with the other campuses, UCSC must find ways to return to the rank and step system. See UCAP Report on Faculty Compensation, available at: <http://www.universityofcalifornia.edu/senate/committees/ucap/reports.html>

The final distinctive aspect of UC is the system of shared governance. The Regents have delegated plenary authority to the Academic Senate for all matters concerning admission, curriculum, and graduation. At other institutions, the authority is often delegated to the faculty from the governors *via the administration*. Not so at UC. Collaborations between the Senate and the administration, system-wide and at each campus, are filled with frustrations as well as gratifications. At the present moment, UCSC enjoys an enviable

position, and the present cooperation between Senate and administration is perhaps stronger and more effective here than at any other UC.

UCSC SENATE PRIORITIES

Partially in response to requests from Executive Vice Chancellor (EVC) Dave Kliger and partially as part of our own cyclic process, the Senate Executive Committee (SEC) has identified three issues as our top priority for the year.

1. Deciding how to grow the campus, with academic planning as the driver of all other planning
2. Increasing the percentage of graduate students in the student body
3. Designing ways to provide undergraduates with a more integrated education than is currently done (e.g., integrating curricular and co-curricular learning)

SPECIAL ISSUES FACING UCSC TODAY

As the Senate strives to meet its goals in terms of growth and in terms of graduate and undergraduate education, we are influenced by recent events. Our campus has sustained an injury of no small proportion. The death of Chancellor Denice Denton in late June, 2006 stunned and shocked us. Sadness and anger came to many of us as individuals and as members of a larger community. We have struggled to make meaning of the events, and we are individually and collectively seeking lessons in the circumstances that surrounded Chancellor Denton's tenure at UCSC and her untimely death.

In the wake of the tragedy of our Chancellor's death, the UCSC community has shown some remarkable signs of strength. Diverse voices combined to press President Dynes to demonstrate responsiveness to our campus and its need for leadership. The Office of the President and the Regents of the University moved with uncharacteristic speed and decisiveness in selecting Professor George Blumenthal as our Acting Chancellor. Like other candidates in whom we have repositied trust, George Blumenthal knows and loves our campus. The Academic Senate at UCSC has expressed gratitude to the Office of the President for selecting George Blumenthal.

The Senate has already enjoyed a strong working relationship with Acting Chancellor Blumenthal. Acting Chancellor Blumenthal worked hard, for example, in making sure that the final draft of the Long Range Development Plan (LRDP) submitted by our campus to the Regents for approval in September met with the approval of SEC who, by a resolution in April 2006, had been given authority by the Senate to endorse or decide not to endorse submission of the plan. Acting Chancellor Blumenthal announced to his staff that he would not submit the LRDP unless the Senate endorsed submission.

When will a new Chancellor be selected and what will be the selection process? Such questions naturally arise. At the insistence of SEC, I have written to John Oakley, the Chair of Academic Assembly (the system-wide governing body of the Senate) asking him to communicate to President Dynes that we hope no search for a permanent chancellor

will be undertaken until aspects of the search process have been clarified. In January, 2007, in advance of the Winter Senate meeting, we will hold a forum on the topic of the search for a Chancellor.

In addition to the LRDP, Senate committees have been working on a range of topics related to growth. Graduate Council (GC), the Committee on Educational Policy (CEP), the Committee on Planning and Budget (CPB) and other committees have been working with the Vice Provost for Academic Affairs, Alison Galloway, to revise the academic plan, with critical attention being given to the relative sizes of the divisions. The same committees and others have collaborated with Vice Provost Carl Walsh as he carries forward planning for the possible development of a school of management. CPB has been reviewing the costs and benefits of University Extension (UNEX), which has massive operating deficits. Plans are in the early stages of development for a possible school of public policy. Thought has been given about how to nurture the concept of a school of public media. In all endeavors, including those linked to growth, UCSC's Senate has pledged to carry forward the commitment to diversity.

Of course, any growth of enrollments at UCSC should mean a growth in the number of professors and staff. The Senate has taken the position that faculty need to live indoors. Over the course of the 2005-2006 academic year, the Committee on Faculty Welfare (CFW) worked closely with the EVC and his staff to address housing problems. EVC Kliger responded to Senate pressure by setting up a one million dollar fund devoted to recruitment and retention and dedicated to helping faculty secure housing by offering supplemental mortgage assistance. To date, many faculty have initiated the process of obtaining the special loans. When construction of Ranch View Terrace begins, many faculty should be in a position to purchase the new homes.

In addition to setting up a special fund, EVC Kliger responded to the housing crisis by retaining the services of a consulting firm. The firm has produced a report, and Senate committees are commenting on the report. It seems possible that UCSC may, like UC Irvine, establish a 501c3 entity to deal with housing issues.

UCSC's ability to construct housing (among other things) has been compromised by legal challenges from some neighbors in the town. Hostility toward the university has been noted. The Senate seeks to collaborate with the present administration in finding ways to improve town-gown relations. The University is making strong efforts to return to the high levels of cooperation that were achieved during the tenure of Acting Chancellor Marty Chemers.

Like housing, childcare is an issue of great importance to the Senate. As with housing, any efforts to expand childcare on the UCSC campus may be most effective if they involve cooperation between the Senate and the administration and between the university and the town. The Senate strongly feels that childcare is a matter of great concern for all faculty who have dependent children and for all faculty who have colleagues with dependent children. Polling shows that faculty concern with childcare is not contingent on having children in one's household.

I would be remiss if I did not mention two other topics, both relating to the (re)building of community at UCSC. One of the topics may bring a smile. The other does not.

First: unpleasant news. The topic of student unrest has produced distress in some quarters. Student demonstrations during the visit of Regents to our campus on October 18 and 19, 2006, proceeded in an unsettling way. I was personally offended by what appeared to me to be an attack on the principles of community, and I was alarmed by the attack on the principle of freedom of speech. Freedom of speech is integral to academic freedom. Violence never assures freedom; violence impedes freedom.

Finding ways to disagree civilly is a matter of the utmost importance. Asking who is entitled to what in a public institution is a discussion that must and will happen. Already, partly in response to the Senate's report on Tent University, the administration has established a Demonstration Response Team. Working with the administration, the Graduate Student Association, and the Student Union Assembly, the Senate will seek to help curtail violence and promote effective and sane activism on our campus.

Data show that the violent students are few in number. I ask myself: should we tolerate unacceptable behaviors by the few? What happens to the peaceful many when we allow the disruptive few to behave badly? How can we channel the passions of students and others so that the entirely laudable meliorative impulses find appropriate expression?

More pleasant is my final topic. It seems that University Relations, and specifically the Development Office, is ready to work with the Senate. UR has a stated interest in building community through a culture of philanthropy. UCSC's aspirations require resources. Our ability to garner research funds has shot up in recent years. The future may also see us receiving enhanced financial support from our alumni, our parent groups, other friends of UCSC, and even ourselves. Giving back to the community is an activity that can bring enormous satisfaction.

SENATE MEETINGS IN GENERAL AND ON NOVEMBER 17

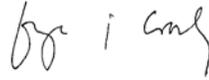
The Senate does most of its work in committees. Senate meetings are often rather scripted affairs. Last year we had one heated Senate meeting (April, 2006) and three very sedate ones. Last year we held a number of fora to allow for more lively exchanges than typically can occur on the floor of the Senate. This year we plan to continue to hold fora and also plan to continue the process of open electronic communications.

In a world of precious little time, why should you come to the November 17 Senate meeting? My answer is that your presence there, participating in the work of running the institution in the company of your colleagues, may help us sustain and build a sense of common purpose. The mere act of being in the room with your colleagues on November 17 may help build community. Certainly, coming to the reception following the meeting will do so.

I hope to see you at the Senate meeting and at the reception afterwards.

With best wishes and high hopes,

Sincerely,

A handwritten signature in cursive script, appearing to read "Faye J. Crosby".

Faye J. Crosby, Chair
Academic Senate
Santa Cruz Division