

Meeting Call for Regular Meeting of the Santa Cruz Division
WEDNESDAY, April 26, 2006 at 2:30 p.m.
Stevenson Event Center
ORDER OF BUSINESS

1. Approval of Draft Minutes (none)
2. Announcements
 - a. Chair Crosby
 - b. Chancellor Denton (talking points attached)
 - c. Campus Provost/EVC Kliger (talking points attached)
3. Report of the Representative to the Assembly
March 13, 2006 Report (AS/SCP/1485)
4. Reports of Special Committees (none)
5. Reports of Standing Committees
 - a. Committee on Committees
 - i. Proposed Change to Bylaw 13.28 (AS/SCP/1487)
 - ii. Proposed Elimination of Bylaw 13.22 (AS/SCP/1486)
 - b. Senate Executive Committee
Update on Senate Resolution on Faculty Housing and Campus Growth (AS/SCP/1489)
 - c. Committee on Planning and Budget
Resolution on the 2005 Long Range Development Plan (LRDP) and its Environmental Impact Report (EIR) (AS/SCP/1488)
6. Report of the Student Union Assembly Chair
7. Report of the Graduate Student Association President
8. Petitions of Students (none)
9. Unfinished Business
10. University and Faculty Welfare
11. New Business

April 12, 2006

MEMBERS OF THE ACADEMIC SENATE

Dear Colleagues,

If you were able to come to only one Senate meeting this century, the one on April 26, 2006 might be the one to choose. It will take place at Stevenson Event Center. It will start at 2:30.

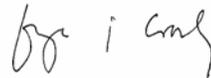
The April 26 meeting will be of special importance because of the topics it addresses. As you can see from the Call the meeting will center around a set of connected issues: employee housing, recruitment and retention, the Long Range Development Plan and the Environmental Impact Report process. An important and controversial resolution is being presented by the Committee on Planning and Budget, and endorsed by the Committee on Faculty Welfare and by the Senate Executive Committee. The April 26 meeting may well function as the prelude to the Senate addressing issues of campus growth.

We are keen on having meaningful discussion of the issues. Toward that end, we have made some changes in format. The Chancellor and the Executive Vice Chancellor (EVC) will each be allocated ten minutes on the agenda, and they have agreed to devote their minutes to answering questions. Their talking points are included in this Call. My own announcements will probably focus on the means for distributing the \$1 million for recruitment and retention and will include time for discussion.

Also, meaningful discussion may be enhanced if faculty members will think about the questions concerning affordability of housing and related matters posed by the administration in Attachment 2 of the Senate Executive Committee Report (Attachment 2 and related documents are referenced by EVC Kliger in his announcements and are included in the Senate Executive Report.)

If you care about faculty housing, please come to the meeting on April 26. If you care about the long-range plans for development of our campus, please come. The Senate leadership wants to know what you think so that we can have true shared governance.

Sincerely,



Faye J. Crosby, Chair
Academic Senate
Santa Cruz Division

**OUTLINE OF REMARKS TO ACADEMIC SENATE
APRIL 26, 2006**

**By
DENICE D. DENTON, CHANCELLOR**

I. I welcome this new format to deliver an outline of remarks in advance, so that there is more time available for discussion.

II. In less than five months since I first announced six priorities, UC Santa Cruz has made progress toward achieving them.

III. Selected examples of this progress were shared with the wider campus community in a message conveyed on April 3, and they comprise the remainder of my remarks.

IV. PRIORITY: Invest in people. Develop new strategies to attract, recruit, retain and promote outstanding and diverse students, staff, and faculty.

-- \$1 Million to support faculty recruitment and retention has been committed from central administrative funds. We are working with Senate and divisional leadership to determine specifically how funds will best be used.

-- Equity monies will be invested to increase some staff salaries. The 2005 - 06 Regents Budget included funding for market parity and equity compensation adjustments for non-represented UC employees. The funds received by UCSC will be used to adjust the salaries of the lowest-paid employees with a current annual salary at or below \$45,000 and who are in positions identified as having the most significant lags compared to market. I expect that Principal Officers will have made their decisions for use of these funds by the time of the Senate meeting.

-- The diversity study by the Senate's Committee on Affirmative Action and Diversity has advanced with completion of an online survey. Results are being compiled and a report is due this quarter.

-- The Ad Hoc Committee on Partner Hire Policy, convened last fall, has presented its report, which is now under review. I extend my thanks for their work to committee co-chairs Professor Bettina Aptheker and Interim Vice Provost for Academic Affairs Alison Galloway and the other committee members.

-- The UC systemwide Task Force on Faculty Diversity will provide a preliminary report of its findings and recommendations to the chancellors this spring. At the completion of the task force's work, President Dynes will convene a President's Summit on Faculty Diversity for systemwide participation. Vice Provost and Graduate Studies Dean Lisa Sloan, who represented UCSC on the task force, deserves special thanks for her leadership.

-- We will welcome several key leaders in the near future.

* Deans for the Divisions of Humanities, Physical and Biological Sciences, and Social Sciences will be selected this quarter. Many thanks are due to all the members of the search committees and the campus community, who participated in these important recruitments.

* Search processes are underway for the new Vice Chancellor, Research; the Vice Provost, Academic Affairs; and the Assistant Vice Chancellor for Academic Human Relations. It is expected that all positions will be filled by the end of this quarter.

V. PRIORITY: Increase productive partnerships, both within and beyond our campus.

-- Chancellor's Office Hours. As I did last quarter, to further increase communications I have set aside time on my calendar each month during which any campus member can meet with me. To make an appointment, please call Ciel Benedetto at Ext. 9-4380 or e-mail cbene@ucsc.edu.

• *Please note: These meetings are not meant to circumvent existing procedures, policies or customary delegation of authority to appropriate divisions or individuals. Specifically, these meetings cannot address student judicial matters, discrimination or whistleblower complaints, interpersonal conflicts, labor grievances, labor union contracts, or personnel matters.*

-- College Night visits. With Vice Provost and Dean of Undergraduate Education William A. Ladusaw, I have visited all 10 colleges over the past two quarters, and have appreciated the engagement with our students.

-- To research and philanthropic partnerships, I continue to meet with numerous corporate leaders and prospective partners in Silicon Valley, including discussions with representatives of IBM, Google, and Hewlett-Packard. Service on the boards of the Silicon Valley Leadership Group and

Joint Venture Silicon Valley provide excellent opportunities for building these relationships.

VI. PRIORITY: Renew UCSC's commitment to its community, while honoring the university's commitment to the people of California by offering access to the students of tomorrow.

-- As has been the case since my arrival, I am reaching out to members of the City Council, and I am working closely with Cynthia Mathews, the new mayor. In addition, I meet every other month with the mayor and members of the Council.

- The annual City/University Public Meeting is Monday, May 15, from 3 - 5 p.m., at the City Council Chambers. We will use the opportunity to showcase the many ways that campus members are collaborating with our local community. The meeting is open to all.

-- For the first time, we are working with the business community to reach out to the prospective students and their parents that are visiting our campus and community in April. Local businesses benefit from the expenditures of our many visitors, and our partnership is helping to underscore that economic impact.

-- The next edition of a community newsletter to approximately 50,000 residents of Santa Cruz County will be distributed beginning May 1. It will feature examples of the many ways that UCSC is a positive force in our community.

-- The University of California has responsibility to educate the future leaders of California and through our research to create knowledge that improves lives.

-- UC Santa Cruz will continue to do our best to provide opportunity for tomorrow's students, including many students who are the first in their families to attend a university.

VII. If there are events or news items that have occurred since this document was submitted, or if there are upcoming activities that should be noted, I will request an opportunity to address them at the meeting. Some such events might include:

—Banana Slug Spring Fair on April 22

**Annotated Outline for Presentation to
Academic Senate
April 26, 2006**

- Teach-In on April 24
- Second Annual Graduate Research Symposium on May 5

VIII. I close with a reiteration that we share important work to educate tomorrow's leaders and to create the knowledge that will make a better world.

-- I appreciate the many ways that you and your colleagues contribute to the excellence that characterizes our academic enterprise.

-- I thank the many faculty who are actively engaged with prospective students and their families. You are helping us attract the best students during this period in which thousands are selecting their university.

-- I welcome your questions.

Thank you very much.

April 12, 2006

ACADEMIC SENATE CHAIR FAYE CROSBY
Academic Senate Office

Dear Faye:

Re: Academic Senate Meeting, April 26, 2006

In response to your recent request, I write to provide you an outline of my comments for the April 26th Senate meeting:

1. At the last meeting of the Senate (3-8-06) I provided a progress report on the immediate priorities I have identified for action. I will be happy to respond to any questions regarding that report. The topics covered were:
 - a. Administrative appointments
 - b. Employee compensation
 - c. Faculty recruitment
 - d. IT and Business consolidate
 - e. Employee Housing
 - f. Academic Planning
 - g. Enrollment Shortfall 2005-06

2. Under separate cover I have transmitted to the Senate a document that outlines a planning framework for the development of an administrative plan for employee housing. That document will be included in the call. I invite questions and comments on the plan.

Thank you for providing this opportunity to address the Senate. I look forward to the meeting on April 26th.

Sincerely,



David S. Kliger
Campus Provost and
Executive Vice Chancellor

cc: Chancellor Denton
Director Harhen

Report of the Representative to the Assembly of the Academic Senate

TO: Academic Senate, Santa Cruz Division:

March 13, 2006 Special Assembly Meeting in Oakland, California

There was a special meeting of the Academic Assembly in Oakland, California on March 13, which was called by petition of members of the Academic Council. At its February meeting, the Academic Council had voted no confidence in systemwide Senate Chair Clifford Brunk. Council members requested his voluntary resignation and agreed that if a resignation was not forthcoming within a week, they would call an emergency meeting of the Assembly to consider his removal. This led to the petition for a special Assembly meeting.

Because of the confidential nature of the discussion, the Assembly conducted its business in executive session. Besides Assembly members, the only individuals allowed to remain were two staff members, two attorneys from the Office of General Counsel, interim Provost Rory Hume, and Professor Brunk's wife (at his explicit request). This portion of the meeting was chaired by then Vice Chair John Oakley. On a confidential basis, the Assembly had before it numerous documents pertaining to Professor Brunk's performance, including the investigatory report of a special committee of the Academic Council as well as written responses from Professor Brunk. There was an extended discussion at the meeting, lasting several hours, and Professor Brunk was given the opportunity to respond to all of the points raised at the meeting as well as to provide a closing argument just prior to the Assembly's vote.

The Assembly then approved by a vote of 48-3 (with 2 abstentions) a motion to transmit the following no-confidence motion to the President and to the Regents: "**Resolved: The Assembly of the Academic Senate of the University of California, has no confidence that (1) Clifford Brunk is professionally, faithfully, or effectively performing the duties and responsibilities of the Office of Chair of the Academic Senate, and (2) that Clifford Brunk can faithfully represent the views of the University of California Academic Senate.**" Subsequently, after further discussion, the Assembly voted 50-2 (with 2 abstentions and with Professor Brunk voting) to immediately remove Professor Brunk from his position as Chair of the Senate. At that point John Oakley became the Chair of the Systemwide Academic Senate.

Additional information about this meeting can be found at
<http://www.universityofcalifornia.edu/senate/assembly/mar2006/assembly.action.03.13.06.pdf>

Respectfully Submitted;
REPRESENTATIVE TO THE ASSEMBLY

George Blumenthal
April 4, 2006

COMMITTEE ON COMMITTEES
Proposed Change to Santa Cruz Bylaw 13.28

To: The Academic Senate, Santa Cruz Division

A. Bylaw 13.28.1 Committee on Rules Jurisdiction and Elections (RJ&E)

Committee on Committees, in consultation with Committee on Rules, Jurisdiction and Elections (RJ&E) proposes to augment the membership of RJ&E from four members to five. Justification for this change is based on workload, ability to achieve a quorum, and continuity of membership. RJ&E has experienced an increase in workload over the past few years, and some issues take extensive research. An additional member will help complete the work in a timely way. Also, there is now enough activity that the Senate Manual should be updated annually rather than biennially, as is currently the practice.

The inability to achieve a quorum can cause delay for any committee, but several obstacles make it especially difficult for RJ&E to do so consistently. Due to the current small size of the committee, if one member must recuse him or herself because of departmental or other affiliation, or is unable to attend for any reason, every other members must be present. The scheduling of most RJ&E meetings is prescribed by the Senate's legislative deadlines. The unforgiving nature of this scheduling can not always accommodate faculty schedules. The proposed augmentation does not change the number necessary for quorum, which is still three, but will make a quorum easier to achieve.

RJ&E addresses complex issues. It can take time for new members to come up to speed. COC believes that with a membership of five, it will be easier to have balanced turnover at least two continuing members on the committee every year.

Current	Proposed
<p>13.28 Committee on Rules, Jurisdiction, and Elections</p> <p>13.28.1 There are four Santa Cruz Division members.</p>	<p>13.28 Committee on Rules, Jurisdiction, and Elections</p> <p>13.28.1 There are four five Santa Cruz Division members.</p>

Respectfully submitted,

COMMITTEE ON COMMITTEES
 Joel Ferguson
 Jim McCloskey
 Gene Switkes
 Candace West
 Carol Freeman, Chair

April 4, 2006

**COMMITTEE on COMMITTEES
Proposed Elimination of Santa Cruz Bylaw 13.22**

To: The Academic Senate, Santa Cruz Division

A. Bylaw 13.22 Committee on Land and Building Development

In November 2000, Senate consultation on matters of physical planning was limited. The intent in forming the Committee on Land and Building Development was to provide adequate Senate input into the physical planning process. Since that time, the administration has changed its structure for decision making on these matters. The new structure established the Advisory Committee on Facilities (ACF) which includes representation from the Committee on Planning and Budget (CPB). Agenda items are coordinated between the two committees.

The Committee on Land and Building Development had difficulty establishing itself as part of the physical planning process and has been dormant for some time. It was last filled in 2001 – 02.

Current	Proposed
<p>13.22 Committee on Land and Building Development 13.22.1 There are five Santa Cruz Division members, one from each academic division and one from the School of Engineering. In addition, there are no more than two student representatives. The Assistant Vice Chancellor for Physical Planning and Construction is invited to sit with the committee. 13.22.2 The Committee will review all proposals for the acquisition, development, and significant renovation of real property managed by UC Santa Cruz, including civil and landscape construction. It receives all such proposals and reviews them in terms of quality and appropriateness. 13.22.3 The Committee will review the overall architectural and functional quality of the proposed development. At a minimum, the Committee will review the siting, environmental reports, schematic designs, preliminary designs, and, if there are significant changes, the construction designs of all construction projects. 13.22.4 The Committee will report all recommendations to the Academic Senate and to the Committee on Planning and Budget</p>	<p>13.22 Delete 13.22.1 Delete 13.22.2 Delete 13.22.3 Delete 13.22.4 Delete</p>

Respectfully submitted,
COMMITTEE ON COMMITTEES

Joel Ferguson
Jim McCloskey
Gene Switkes
Candace West
Carol Freeman, Chair

April 4, 2006

**Senate Executive Committee
Update on Senate Resolution on Faculty Housing and Campus Growth**

To the Academic Senate, Santa Cruz Division:

The leadership of the Academic Senate has conducted ongoing discussions with the administration, particularly CPEVC David Kliger concerning development of a campus housing plan.

The starting point for this discussion was the Senate Resolution passed May, 2005. The resolution stated:

“THEREFORE, BE IT RESOLVED that, if UCSC plans to grow beyond 15,000 students, then it must offer plans for sufficient and affordable faculty, student and staff housing. The Senate calls on the administration to provide plans by October 1, 2005.”

The entire May 2005 resolution can be viewed at;

<http://senate.ucsc.edu/resolutions/SecResolHsing1462.pdf>

The Minutes of the May 2005 Senate meeting can be found at:

<http://senate.ucsc.edu/senmin/2005MayMF.pdf>

Read the discussion of the resolution on page 10. Read Chancellor Denton's remarks on a housing plan on page 2.

The administration did some preliminary work in consultation with members of Committee on Faculty Welfare over the summer 2005. The Academic Senate held a Forum on Quality of Life Issues in October 2005, that focused mostly on housing issues.

In February 2006, the Senate Executive Committee (SEC) asked the administration to submit a housing plan by April 5, 2006 so that the plan could appear as an agenda item for discussion at this meeting. In response, CPEVC Kliger transmitted to SEC the six items that follow.

We look forward to input on these issues at the Senate meeting.

Respectfully submitted,

SENATE EXECUTIVE COMMITTEE

Judith Aissen (COR)

George Blumenthal (Assembly Representative)

Robert Coe (CAFA)

Herbie Lee (CAAD)

Carol Freeman (COC)

Paul Ortiz (CFW)

Susan Gillman (CAP)

Update on Senate Resolution on Faculty Housing and Campus Growth

Richard Hughey (CEP)

Deborah Letourneau (Secretary)

Paul Koch (CPB)

Bruce Schumm (GC)

Quentin Williams (Vice Chair)

Al Zahler (P&T)

Faye Crosby, Chair

April 12, 2006

April 5, 2006

ACADEMIC SENATE CHAIR FAYE CROSBY
Academic Senate Office

Dear Faye:

Re: Planning Framework for the Development of Employee Housing Administrative Plan

In response to your request of February 13, 2006, I am providing the attached document that defines the parameters and the process by which an Employee Administrative Housing Plan (EHAP) will be developed. I will be charging Vice Chancellor Francisco Hernandez to proceed with the development of the EHAP as described in this document with instructions to deliver the EHAP to me by October 1, 2006.

As the EHAP is developed, I have asked Vice Chancellor Hernandez to ensure there is comprehensive and consistent consultation with the Academic Senate. To that end, I request that you identify a list of names of individuals who will be available to represent the Academic Senate in the on-going consultation specific to process of developing this plan. Representatives will need to be available between April and September 2006.

Included within the planning framework document is a list of questions for the Senate Executive Committee that will assist in framing the EHAP and identifying desired outcomes. Please refer to Attachment 2 of the attached framework plan for the specific questions. To facilitate and maintain a timely process for the development of the plan, it is important that I receive a response to these questions and the list of names of individuals as requested above **by May 1, 2006.**

In addition to the framework for the planning process, the transmittal from Vice Chancellor Hernandez includes information to address your subsequent inquiries regarding 'buildable sites' and 'recoverable apartments.'

Sincerely,

David S. Kliger
Campus Provost and
Executive Vice Chancellor

Attachments

cc: Chancellor Denton
Vice Chancellor Hernandez
Assistant Provost Moreno

UNIVERSITY OF CALIFORNIA, SANTA CRUZ
OFFICE OF THE VICE CHANCELLOR, STUDENT AFFAIRS**TRANSMITTAL COVER SHEET**April 4th, 2006DAVID KLIGER
Executive Vice Chancellor & Campus Provost**RE: Submittal of Framework for the Development of an Employee Housing
Administrative Plan (EHAP)****Response Information Specific to Senate Executive Committee (SEC)
“Buildable Sites” and “Recoverable Apartments”**

Dear Dave:

This transmittal letter supports the attached document and materials that outline a planning framework for the development of an Employee Housing Administrative Plan.

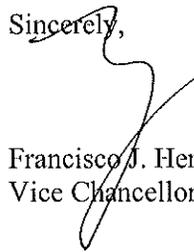
In addition to the attached document that addresses the EHAP, I would also like to provide you with information that addresses the SEC's recent inquiries regarding “buildable sites” and “recoverable apartments”:

- **Recoverable Apartments.** We believe that by stating “recoverable apartments”, the SEC may be referring to guest suites located in the student housing areas. These units are currently being utilized to meet the demand for student housing although the units were originally built by gift funds to support various College related guests and visitors who were often times faculty. These apartments may be redeployed to support Faculty rental housing. Prior to a decision to redeploy these units, it is recommended that a more extensive market analysis be conducted to insure that there is a demand for this type of an accommodation. A substantial challenge in redeploying these units is that the revenue produced from these units is utilized to support operating costs, minor maintenance of the units, college based programming and the annual deferred maintenance program for the College Houses (Provost Houses). Reduction in the funds available for College House maintenance and College based programs would be significant. The rental rate structure for a single faculty/family is not comparable to the revenue generated by single student housing. A preliminary analysis of the shortfall for the 16 units that would be redeployed to faculty housing would be approximately \$163,000 per year. Additionally, all of the aforementioned units would require substantial renovation.

- **Buildable Sites.** The Draft 2005 Long-Range Development Plan (2005 LRDP)¹ land use map is based on studies of areas designated for employee housing that accommodate the desired program. The location and configuration of the Employee Housing (EH) land use designation is the result of a careful planning process, which identified areas that would be both “buildable” and would limit impacts to our unique physical environment. When the Regents approve the 2005 LRDP and certify the Environmental Impact Report, the campus will be entitled to use the EH land use for employee housing. The 2005 LRDP includes four areas designated for this land use.
 - I. Cardiff Terrace and Hagar Meadow;
 - II. a 27-acre area of the north campus;
 - III. Ranch View Terrace site and;
 - IV. Laureate Court.

Dave, please do not hesitate to let me know if you would like to discuss any of this information in more detail.

Sincerely,


Francisco J. Hernandez
Vice Chancellor Student Affairs

Cc: Charlotte Moreno, Assistant Provost
Jean Marie Scott, Associate Vice Chancellor, CUHS
File

¹ The 2005 LRDP is a “physical development and land use plan to meet the academic and institutional objectives” of UC Santa Cruz for up to 21,000 FTE students. It includes a land use map that designates where program elements may be located, such as employee housing. The 2005 LRDP accommodates the foreseeable future. It is not a mandate to grow, nor is it a detailed implementation for development. Additional area and project planning is necessary to fully and appropriately integrate program elements with particular sites.

UNIVERSITY OF CALIFORNIA, SANTA CRUZ
OFFICE OF THE VICE CHANCELLOR, STUDENT AFFAIRS

April 4, 2006

DAVID KLIGER
Executive Vice Chancellor & Campus Provost**RE: Planning Framework for the Development:
Employee Housing Administrative Plan (EHAP)**

Dear Dave:

This letter is submitted in response to your recent request for the development of an Employee Housing Administrative Plan (EHAP). Your request followed concerns that have been raised by the Senate Executive Committee (SEC) regarding planning for future Employee Housing. When we met earlier to discuss the approach that you would like to advance, we agreed that there would be two steps in the process for development of the Administrative Plan. Specifically, I was asked to provide:

- a. Framework for the Planning Process
- b. Employee Housing Administrative Plan

BACKGROUND.

This document outlines the framework for the work that will be undertaken between April and September, 2006 in support of the development and delivery of the Employee Housing Administrative Plan. Conceptually, the development of an Employee Housing Administrative Plan will serve as the precursor to the development of an Employee Housing Master Plan. The distinction between the Administrative Plan and the Master Plan would be that the Administrative Plan would identify a comprehensive strategic plan for all aspects of employee housing and the Master Plan would be specific to the construction and property development program. Additionally, the Employee Housing Master Plan would be developed after the campus has an approved LRDP and it would support next steps with respect to detailed program requirements, site analysis, budget parameters, physical planning, and options for future employee housing project delivery.

CHARGE TO PROCEED.

With your review and acceptance of the following framework for the development of the EHAP, I also request an official charge letter from your office.

ADMINISTRATIVE TEAM.

The Employee Housing Administrative Plan will be developed by an administrative team comprised of staff from your office, CUHS and PP&C. Specific staff assigned to the process include; Jean Marie Scott (Project Lead) Charlotte Moreno, John Barnes, Elise Levinson, Sue Matthews, Steve Houser and Geri Wolff. This group will commence meeting in mid-April and will meet weekly through the completion of this assignment.

In addition to a Staff work group, we identified the need to utilize an external consultant both to drive the planning process and to secure expertise for those areas of analysis that may need external support (market analysis, construction cost analysis, etc.).

PLANNING PROCESS.

Attachment 1 outlines the issues, questions and analysis that will be integrated into the development of the Employee Housing Administrative Plan. This document also outlines the Planning Timeline.

QUESTIONS FOR SENATE EXECUTIVE COMMITTEE.

Attachment 2 is a set of questions that have been formulated for submittal to the Senate Executive Committee. SEC answers to these questions will assist in framing the EHAP and identifying desired outcomes from the start. Additionally, we will schedule specific times to meet and confer with the SEC or their delegated representatives. It is critical that the SEC provide input at the beginning of the planning process. In order to maintain the planning schedule, we ask that you deliver these questions to the SEC and request a response from them by May 1, 2006.

REQUEST FOR CONFIRMATION OF SENATE REPRESENTATIVES TO PROCESS.

To insure that consultation with the Senate is comprehensive and consistent, we ask that the SEC identify a list of names of those individuals who will be available to represent the SEC in the on-going consultation specific to this process. Representatives will need to be available between April and September, 2006.

PLANNING COSTS.

Attachment 3 provides an estimate for the costs that will be incurred through the six month planning process. These costs include: Consultant costs, PP&C costs, CUHS costs, related studies and contingency. The estimated cost for this portion of the planning is \$164,000.

Prior to advancing the planning process further, I seek funding approval and a funding allocation for the totality of the costs in the amount of \$164,000.

PROCESS DELIVERABLE.

The specific project deliverable is that you will receive an administrative plan with a set of strategic recommendations for your consideration and final approval. These recommendations will be the foundation upon which the next fifteen years of the Employee Housing Program may be developed. Background analysis for each recommendation will be included and the delivery date is October 1, 2006.

We will await your direction before proceeding.

Sincerely,

Francisco J. Hernandez
Vice Chancellor Student Affairs

Cc: Charlotte Moreno, Assistant Provost
Jean Marie Scott, Associate Vice Chancellor, CUHS
File

Attachment 1
Framework for Employee Housing Master Plan

I. Administrative Plan Schedule:

- Planning Meetings Commence (April 14th)
- Hire Consultant (May 15th)
- Administrative Plan Report Outline (June 15th)
- Stakeholder Input Meetings (June 1st -July 31st)
- First Draft (August 15th)
- Final Plan (October 1st)

II. Issue Identification and Issue Analysis to be Addressed in Administrative Plan:

- Executive Summary and Key Recommendations
- Background and Historical mission of Employee Housing
- Mission Statement for 2005 – 2015
- Program Objectives
- Planning Assumptions
- Program Definitions
 - Defining Affordability
 - Defining Sufficiency
 - Defining Target Populations
 - Defining LRDP Goals
 - Defining Program
- Definition of the Challenges
 - “Gap” Costs vs. Income
 - Construction Escalation
 - Campus Construction Environment
 - Revenue Streams to Support Program Development
 - Financial Incentives/Mechanisms for Increasing Buying Power
 - Regional Housing Market and Shift in Goals of On Campus Program
- Option Analysis and Recommendations for Program Development
 - Resource Development - How to increase capitol funding to invest in product development and increasing employee buying power.
 - Resource Deployment – Where best to allocate limited resources.
 - Program Scope and Diversity
 - How many units, what price point, amenities
 - Unit sizing
 - Relationship between For Sale Program – Rental Program and Financial Incentives for Off Campus Ownership
 - Services for retired Employees

- Relationship between Employee Housing and Child Care Programs (proximity)
- Cost-benefit Analysis for:
 - Constructing Below-Market Housing
 - On-Campus
 - Off-Campus Public
 - Off-Campus UC owned sites
 - Offering Financing Incentives to Reduce Mortgage Payments
 - Increased Compensation
 - Acquisition of Off-Campus Housing
 - Other Alternative Scenarios
- 15 year construction budget forecast
- Administrative Reporting Lines for Employee Housing
 - Status Quo: Student Affairs oversight of Employee Housing
 - Other UC Models: Real Estate Services oversight of Employee Housing
 - 501(c) 3 Foundation
 - Other
- Governance and Advisory Models for Employee Housing
- Capitol Improvements for current units (expansion options)
- Ground lease, owner build options

Attachment 2-
Questions for Senate Executive Committee

The current Employee Housing program provides varied options including on-campus rental and for-sale housing as well as financing assistance for buyers who choose to live either on or off-campus. The current program provides a preponderance of 1 and 2 bedroom units, and larger 3 and 4 bedroom units will be under construction in the near future. The administration has provided these options in an attempt to satisfy a diverse employee market.

The administration is looking for input from the Academic Senate regarding the faculty who comprise much of the employee market. The answers to the following questions will help to inform the administration about the desires of the faculty as articulated by the Academic Senate.

1. Given that there are often competing demands of a housing program created by needs for Recruitment, Retention, and Retirement, who would the Senate identify as a target audience? Please define the group(s) you would like to see served.
2. How does the Senate define adequacy? Describe what size home is adequate for the different groups identified in Question 1.
3. Please define sufficiency. What percentage of faculty would you like to see served by the Employee Housing program in the context of the draft 2005 LRDP?
4. Normally, lenders offering financing calculate loan assistance based on projected mortgage payments based on a percentage of gross household income. If the Senate would like us to use this method, please identify at what debt-to-income percentage is housing no longer affordable?

Alternatively, please describe any other method the Senate would like us to consider.

Attachment 3
Estimated Budget for Administrative Plan

PP& C Staff	\$12,000
CUHS Staff	\$40,000(1)
Consultant Fees, Studies, Analysis	\$100,000
Contingency	<u>\$12,000</u>
Total Budget Projection	\$164,000(2)

Notes:

- (1) cost for CUHS Staff time not funded by employee housing. Per UCOP policy, these funds may not be absorbed by student housing fees.
- (2) cost does not include time for Steve Houser (\$12,500) as he is funded by employee housing.

Committee on Planning and Budget
Resolution on the 2005 Long Range Development Plan (LRDP) and its
Environmental Impact Report (EIR)

To the Academic Senate, Santa Cruz Division:

Introduction:

Analysis by the Committee on Planning and Budget suggests that the LRDP/draft EIR analysis of the impact of growth to 21,000 students may have flaws in at least two areas: traffic and housing. CPB has not analyzed other aspects of the draft EIR, and therefore is not expressing an opinion about them. CPB's analysis is summarized in sections 1 and 2 below. Most of the points summarized are drawn from two CPB reports: "Report on the Long Range Development Plan"¹ <http://senate.ucsc.edu/cpb/CPBLRDPPrpt1451.pdf> and "Comments on the Draft Environmental Impact Report of 2005".² <http://senate.ucsc.edu/cpb/EIRfinalON.pdf>. Thus the administration has been aware of CPB's concerns about these issues for some time. Insofar as the EIR process is concerned, CPB's comments on the LRDP/draft EIR were made by the members of CPB acting in their individual capacities as members of the public. CPB believes this to be the appropriate time for the Academic Senate officially to consider the issues CPB has raised.

The resolution calls upon the administration to provide to the Senate Executive Committee an official written response to the issues summarized in the resolution before transmitting the LRDP/EIR to the Regents for approval and to make such a transmission no earlier than the November Regents meeting. In section 3 below, CPB suggests procedures to be followed if the Senate approves this resolution. As indicated in section 3, CPB suggests that the administration's written response be contained in a separate memo to the SEC as well as in the final EIR itself.

CPB wishes to emphasize that the current resolution is not opposed to campus growth. Growth could be beneficial for UCSC if planned in such a way as to bring resources to campus that create new opportunities for students and faculty and strengthen existing programs without degrading the quality of life. If poorly planned, however, growth can lead to inadequate facilities, long commuter delays, long lists of faculty and staff waiting for affordable housing, and degradation of the environment.

CPB also wishes to emphasize that it does not consider the LRDP/EIR a commitment or obligation for UCSC to grow. It is a plan that looks at the impact of *potential* growth. It creates a framework for action should a decision be made that growth to a particular size or in a particular direction would be beneficial. Even as a framework, however, the LRDP/EIR should provide a reasonably accurate and reasonably complete picture of the implications of growth for the campus and surrounding community.

The Senate has repeatedly been told that issues of finance are not within the purview of the LRDP process: the LRDP is a land-use plan and the EIR examines the environmental

¹ Committee on Planning and Budget "Spring 2005 LRDP" April 14, 2005. <http://senate.ucsc.edu/cpb/>

² Committee on Planning and Budget Comments on the Draft Environmental Impact Report of 2005 December 2, 2005. <http://senate.ucsc.edu/cpb/>

implications thereof, without regard to the financial consequences of possible growth for individual faculty members or for UCSC as a whole.³ However, some of the parking (and other transportation improvements) and on-campus housing proposed in the LRDP should be considered essential for the proposed growth, not just an outer envelope of possibilities. Moreover, the costs of these will be borne by employees and students rather than the university. We also note that the feasibility or infeasibility of proposed on-campus housing has direct and indirect environmental impacts, and is therefore relevant for the EIR. Apart from the obvious impact on the off-campus housing market, traffic patterns will be affected if only a small portion of employees and students can live on campus. Conversely, maximal on campus housing could have deleterious effects on water consumption and waste production. Therefore, it is appropriate to ask now about the financial impact one might reasonably expect for housing and traffic.

1.0 Traffic

1.1 Traffic external to the university

As explained in the CPB report "Comments on the Draft Environmental Impact Report of 2005", <http://senate.ucsc.edu/cpb/EIRfinalON.pdf> the draft EIR's analysis of vehicular traffic delays appears to be compromised by serious internal inconsistencies and misapplications of stated methodologies.⁴ It is clear nonetheless that delays at severely impacted street intersections will be much worse than predicted in the draft EIR. For example, in working with the data provided in the draft EIR, CPB found the delay at the King/Mission intersection at the end of one hour of rush hour traffic to be approximately twenty minutes. Quantitative analyses of other intersections are not possible at this stage because the exact methodology applied in draft EIR is obscured by inconsistencies in application and opaque notation.

1.2 Traffic internal to the university

The draft EIR fails to analyze expected delays for vehicles due to increased pedestrian traffic in 2020; only present conditions are given. Currently the key pedestrian crossings on campus are nearly saturated at peak load. The LRDP proposes increasing campus population by a factor of approximately 1.5. While the delay at each individual intersection may be tolerable, CPB believes that this factor should be calculated for multiple intersections and considered as a factor in the cumulative vehicular delay.

1.3 Cumulative traffic delays in a common commute

The draft EIR considers vehicular delays due to vehicular and pedestrian congestions at individual intersections. The document fails, however, to consider the cumulative delay that would be encountered at rush hour in a commute, for example, from the top of campus to downtown Santa Cruz. In the absence of accurate analyses of the delays at each intersection CPB is unable to provide a cumulative figure but regards such calculations as essential to a reasonable evaluation of the environmental impact of the proposed growth.

1.4 Financials for parking facilities

³ However, as noted by CPB earlier, even Long Range Development Plans are expected to usually include guidelines for implementation. <http://www.ucop.edu/facil/fmc/facilman/volume2/ch3.html>

⁴ There is a typographical error in item 2.1 of CPB's "Comments on the Draft EIR"; "intersection 10" should be replaced with "intersection 2".

Financial feasibility is not a required aspect of the environmental report and therefore no financial analysis is provided in the LRDP or draft EIR. In the absence of such analysis, however, and because parking and transit costs are paid for by student and user fees, CPB is seriously concerned that the parking structures projected in the LRDP and other costs could raise faculty and student parking fees beyond reason. This is despite the fact that parking will be moved to the periphery of campus, with close in parking substantially reduced by infill development. CPB's rough estimate suggests that parking fees could increase by more than 40% in today's dollars.⁵ CPB would like the administration to conduct a similar analysis to confirm or refute CPB's estimate.

2.0 Housing

2.1 Number of units needed on campus for employee housing

Section 4.11 of the draft EIR assumes that non-university people will not compete with university affiliates looking for off-campus housing. It also assumes that rents and sale prices will not increase relative to affordability levels for UCSC students and employees.⁶ Both these assumptions are offered in face of the fact that the demand for housing is predicted to significantly exceed the supply in Santa Cruz city and county.

CPB believes that a reasoned estimate of the numbers of UCSC students and employees who will be forced to live outside Santa Cruz county if the growth proposed in the LRDP occurs would show that the problem will be much worse than predicted in the draft EIR, and would support a case for more housing on campus than proposed in the draft EIR.

2.2 Adequacy of land set aside for employee housing

The LRDP proposes that 125 units be constructed on 27 acres designated for new employee housing. CPB estimates that the need for on-campus housing will be much greater. CPB's "Report on the Long Range Development Plan" <http://senate.ucsc.edu/cpb/CPBLRDPPrpt1451.pdf> demonstrates that, given the currently proposed constraints on land and CPB's estimate of the number of housing units needed, the density of the newly proposed on-campus housing will be significantly higher than the density of existing employee housing on campus. The CPB "Report on the Long Range Development Plan" notes that, in the absence of an actual analysis, the designated 27 acres for new employee housing in the LRDP may in fact be inadequate. CPB is aware that some employee housing may be constructed or purchased off-campus, but CPB would like the administration to recommend alternate on-campus locations for additional faculty-staff housing units.

2.3 Affordability of proposed employee housing on campus

2.3a Infrastructure costs

⁵ There is a numerical error in CPB's "Comments on the Draft EIR" on this point. Our corrected estimate is 40%.

⁶ These assumptions are given in a document cited in Section 4.11 of the EIR: "*Bay Area Economics 2005 LRDP Housing Impact Analysis Memorandum*". This document provides the technical details of the housing analysis in the EIR. The assumptions are stated on pages 7, 16 and 17 of the memorandum. The analysis assumes that if 100 UCSC affiliates want to buy houses in a particular price range and 50 houses are available, all 50 will be bought by UCSC affiliates, who will never be outbid by non-university people, which is unrealistic. The number of university affiliates who will be unable to obtain housing will therefore be much higher than the EIR estimates. The memorandum claims that UCSC employees have a higher median household income than for the county overall, giving UCSC employees a competitive advantage in bidding for housing. This is a specious argument, since the memorandum divides the population into categories based on buying power and analyzes each category separately. Within a category, there is no competitive advantage for UCSC employees.

The location of planned employee housing in the proposed North Campus may make the houses unaffordable. As explained in CPB's response to the first draft of the LRDP, there is a strong possibility that no academic buildings will be built on the North Campus during the planning period, even though land will be set-aside for them. Thus most or all of the infrastructural costs for the North Campus are liable to be charged to housing projects (both student and employee housing).

2.3b Construction costs

Even if employee housing projected in the LRDP does not have to bear infrastructural costs, the proposed on-campus housing may still be too expensive. Ranch View Terrace, which is presently being developed, is already out of reach of most assistant professors. Reasonable projections of construction costs and faculty salaries suggest that this situation could grow worse. Thus our present model, in which the university builds and sells employee housing at below market rates, could soon become unworkable. Some basic analysis and planning is needed — not only for employee housing, but also for student housing — to determine how these problems might be overcome. CPB is encouraged that CPEVC Kliger has requested a study and plan for faculty/staff housing by September 2006, but notes that prior requests have yielded clear analyses of the problems and constraints, but no plans or solutions.

3.0 Procedures to follow if the Academic Senate approves the proposed resolution

The resolution calls upon the administration to provide to the Senate Executive Committee (SEC) a written response to the issues summarized in the resolution before transmitting the LRDP/EIR to the Regents for approval. In order for SEC to proceed, in a reasoned fashion within the academic year, to examine the administration's response and to consider the implications of the mitigation measures that are ultimately proposed, we request that the LRDP/EIR not be transmitted for consideration by the Regents any earlier than the November 2006 meeting. Upon receipt of a response from the administration, whether contained in a memo to the SEC or in the final EIR, the SEC can determine whether the issues have been "addressed satisfactorily" as called for in the resolution. By "addressed satisfactorily", CPB means that the administration's response:

1. corrects potential errors in the draft EIR or convincingly argues that the errors were in CPB's analysis
2. provides the information requested in items 1.2, 1.3, and 2.2 of this report
3. provides the financial analyses of parking fees and housing costs requested above

3.0a Withdrawal of the resolution

If the SEC finds that the administration's response has "addressed satisfactorily" the issues raised in the resolution, CPB recommends that the SEC write a letter publicly acknowledging this fact.

3.0b Reassertion of the resolution

If the SEC determines that the administration's response has not "addressed satisfactorily" the issues raised in this resolution or if the administration fails to respond two months prior to submission of the LRDP/EIR to the Regents, CPB recommends that the SEC write a public letter to that effect, reassert the call for the administration to refrain from submitting the LRDP/EIR to the Regents for approval until these issues have been addressed, and take steps to ensure that the Office of the President and Regents are aware of the Santa Cruz Senate concerns.

Resolution:

Whereas a careful physical development and land use plan is essential for UCSC to realize the academic benefits of growth,

Whereas the Academic Senate's Committee on Planning and Budget (CPB) has found the analysis in the draft Environmental Impact Report (EIR) of the impact of the draft 2005 Long Range Development Plan (LRDP) on traffic and housing may be flawed,

Whereas the CPB has found that the impact of growth under the LRDP on vehicular traffic delays may be significantly more severe than estimated in the draft EIR,

Whereas the administration has not analyzed the costs to be borne by student, staff, and faculty users of the parking facilities proposed in the draft EIR,

Whereas the CPB finds no analysis in the draft EIR to counter CPB's estimate that the land set aside for employee housing under the LRDP may be inadequate for the number of units needed,

Whereas the administration has not analyzed the factors affecting the affordability of proposed on-campus housing,

THEREFORE BE IT

resolved that the Academic Senate calls upon the UCSC administration to refrain from transmitting the LRDP/EIR to the University of California Regents for approval until the apparent errors and omissions cited in this resolution have been addressed;

resolved that the Academic Senate calls upon the UCSC administration to transmit the LRDP/EIR to the Regents no earlier than the November 2006 Regents meeting;

resolved that the Academic Senate calls upon the UCSC administration to provide to the Senate Executive Committee, at least two months in advance of the transmittal of the LRDP/EIR to the University of California Regents, a public written response to the apparent errors and omissions cited in this resolution;

resolved that the Academic Senate requests the Senate Executive Committee to determine, if possible, within two months after receiving such a response, whether the errors and omissions cited have been addressed satisfactorily and to make public its views in that regard.

This resolution has been endorsed by the Committee on Faculty Welfare and the Senate Executive Committee.

Respectfully submitted,
COMMITTEE ON PLANNING AND BUDGET

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April 11, 2006