

## MINUTES

Regular Meeting of the Santa Cruz Division  
November 12, 2008

### Meeting

A regular meeting of the Santa Cruz Division of the Academic Senate was held Wednesday, November 12, 2008 at the Colleges Nine & Ten Multipurpose Room. With Parliamentarian Michael Dine and Secretary Stanley Williamson present, Chair Quentin Williams called the meeting to order at 2:30 pm.

### 1. Approval of Draft Minutes

Chair Williams asked if there were any additional changes, other than those submitted in writing, to the minutes of May 30, 2008. As there were none, the minutes were approved.

### 2. Announcements

#### a. Chair Quentin Williams

Chair Williams began by commenting on the challenging budgetary times, and the need for faculty to continue to emphasize the centrality of the academic mission on the campus, which includes the hiring and retaining of outstanding faculty. Chair Williams continued that the onus is on the faculty to ensure that the delivery of education to students is as excellent and up to date as possible.

Chair Williams provided an update on the recent forum on general education reform, which the Senate chair feels exemplified the degree of creativity and commitment that faculty can bring to governing the university.

Chair Williams then introduced the 32 new Senate faculty joining UCSC in 2008.

In the Arts:

- Caetlin Benson-Allott, Film and Digital Media
- Irene Lusztig, Film and Digital Media
- Boreth Ly, History of Art and Visual Culture

In Engineering:

- Noah Wardrip-Fruin, Computer Science
- Jacob Rosen, Computer Engineering
- Qi Gong, Applied Mathematics and Statistics

In Humanities:

- Neda Atanasoski, Feminist Studies
- Andrew Bivens, Literature
- Adrian Brasoveanu, Linguistics
- Nathaniel Deutsch, Literature
- Gregory O'Malley, History
- Shigeko Okamoto, Languages
- Matthew Wagers, Linguistics
- Eve Zyzik, Languages

In Physical and Biological Sciences:

- Needhi Bhalla, MCD Biology
- Samit Dasgupta, Mathematics
- Auston Kilpatrick, Ecology and Evolutionary Biology
- Mark Krumholz, Astronomy & Astrophysics
- Jeremy Sanford, MCD Biology
- Alexander Sher, Physics
- Sharon Stammerjohn, Ocean Sciences
- Michael Stone, Chemistry and Biochemistry
- Victoria Stone, Environmental Toxicology

In Social Sciences:

- Cynthia Cruz, Education
- Mayanthi Fernando, Anthropology
- Shannon Gleeson, Latin American and Latino Studies
- Shelly Grabe, Psychology
- Flora Lu, Latin American and Latino Studies
- Hector Perla, Latin American and Latino Studies
- Benjamin Read, Politics
- Aaronette White, Psychology
- Matthew Wolf-Meyer, Anthropology

Chair Williams closed his remarks by recognizing Academic Senate staff member Laurie Babka, who is retiring on December 31, 2008. Laurie Babka most recently served as analyst for the Committee on Research, Graduate Council and Committee on International Education. Chair Williams commented that he can personally testify, as former GC Chair, to the immense capabilities and phenomenal institutional memory she brought to the job.

**b. Chancellor Blumenthal**

The chancellor began by expressing his and EVC Kliger's commitment to communicating more effectively with faculty and departments. This year the chancellor and EVC plan to visit every department on campus to better understand what is going on in the departments, and understand how they view the campus.

The chancellor then provided an update on community achievements. Over the summer UCSC completed a landmark agreement with the City of Santa Cruz, the County of Santa Cruz and various community groups to allow the campus to move forward with its plans, including a biomedical sciences building. It took a great effort, and Chancellor Blumenthal is pleased that there are no longer any lawsuits between the campus and the community.

The campus is working well with the city on a variety of initiatives, and the chancellor is pleased by the improvement in community relations. The chancellor praised Santa Cruz Mayor Ryan Connery for having provided the leadership to make this happen.

The chancellor said the campus has also been involved in an agreement with local government, both the city and county, on a climate action compact. The first annual report was issued describing what has happened since the campus entered into the compact to reduce greenhouse gas emissions. An example of success is the number of daily car trips to the campus is down to the same level as 1998. In the ensuing ten years, the campus has grown by 50 percent. The campus, as well as faculty, staff and students, have done a good job in finding alternative transportation to and from campus.

Chancellor Blumenthal reported that last year he appointed a Chancellor's Council on Climate Change, led by Professor Dan Press and Professor Lisa Sloan. The two will soon report on a baseline for UCSC's current carbon footprint and make specific recommendations for changes.

Chancellor Blumenthal then highlighted campus achievements. A recent study released by a former Director of Astrophysics at NASA rated all astronomy and astrophysics departments in the country for research effectiveness. UCSC's Department of Astronomy and Astrophysics is rated second in the country. When ancillary departments, such as planetary sciences and physics, were included UCSC ranked first in the country in terms of total research effectiveness.

Additional achievements include:

Enrico Ramirez-Ruiz from the Department of Astronomy and Astrophysics recently won a Packard Fellowship.

Seth Rubin from Chemistry and Biochemistry was recently named a Pew Scholar in the biomedical sciences.

Claire Max from Astronomy and Astrophysics became the first woman to win Princeton's James Madison Medal for Outstanding Alumni.

Humanities Dean George Van Den Abbeele recently received the Blaise Pascal Medal by the European Academy of Sciences.

At the recent Founders Day celebration UCSC gave out several awards, including the Faculty Research Lecturer Award to Professor Patricia Zavella, the Fiat Lux Award to Narinder Kapany, and the Outstanding Alumni Award to Dana Priest. Alumni Dana Priest has been the winner of two Pulitzer Prizes.

Chancellor Blumenthal noted that UCSC's faculty is changing. 25 percent of UCSC's faculty were hired in the last five years; 45 percent of faculties were hired in the last ten years. The new faculty are bringing enthusiasm, new ideas and new ways of looking at the world. UCSC is maturing as it retains its reputation for interdisciplinary studies. The campus provides a unique opportunity for graduate education, undergraduate education and world class research coming together. UCSC is moving forward with its Silicon Valley center; Chancellor Blumenthal is making a presentation to the Regents at their upcoming meeting and UCSC has partnered with Santa Clara University, DeAnza-Foothill College and Carnegie Mellon University. The group is completing its negotiations with NASA for use of NASA's research park.

The chancellor provided an updates on 2008-09 enrollment numbers and the current budget situation. Frosh enrollment was a record 3,968, which is more than 200 above the campus target. The entering frosh have higher GPA's and higher test scores than the campus has seen in recent years. Nearly ¼ of the entering frosh are from underrepresented minorities; another ¼ are Asian-Americans, and more than ½ of the entering frosh are the first in their family to attend a four year college. The campus has been informed of an additional budget cut being imposed on the university mid-year in the amount \$33 million and the governor's proposed budget has an additional \$65 million mid year cut. The administration is in the process of determining where it will take those cuts, while preserving the academic mission of the campus.

Chancellor Blumenthal then discussed the retirement system. It is likely that the Regents will decide that the first contributions, starting next July, will be the two percent that everyone already contributes to a CAP Plan. Faculty and staff won't see a change in take home pay for the first year, but there are two implications:

1. There must be matching funds contributed to the retirement system by the university. If the state does not supply the funds, the university will have to out of existing resources. That will be an additional budget challenge.
2. Even if the contributions from employees are two percent in the first year, it may go up very rapidly after that in order to maintain the long term viability of the retirement plan.

Lastly, the chancellor provided an update on UCSC's first comprehensive fundraising campaign. The campus needs to generate new resources to keep going and achieve its vision. Last year fundraising was up 23 percent, and in the last two years private fundraising was up 46 percent. The chancellor feels there is considerable capacity to raise that further.

### **c. EVC Kliger**

EVC Kliger began by discussing the decline of state support for UC and the impact that will have on UCSC. The governor has reconvened the legislature, and the campus administration is following their actions closely. The campus is already aware of the following:

- Prior to any mid year cuts, state support for UC this year remained essentially unchanged from 2007-08.
- The campus received no additional funding for mandated cost increases, making this a *de facto* budget cut.
- In a year of unsurpassed demand, UC absorbed all expected undergraduate enrollment growth without enhanced state funding to support it.
- UCSC has funded its own enrollment growth through campus operating funds.

Given these conditions, in July of 2008 the EVC implemented a \$4.5 million budget reduction based on campus estimates of the funding shortfall. In implementing this reduction principal officers were advised to:

- Consider both long and short term objectives to ensure student access and excellence of academic programs.
- Protect instruction to the extent possible and offer the classes students need in order to make timely progress to degree.
- Maintain a stable control environment and a safe physical environment.
- Manage attrition to minimize layoffs.

The EVC stated that he strives to keep the campus on track to implement critical initiatives such as the capital campaign and provided one time funds to maintain core academic support and administrative functions. The EVC added that the chancellor will report to the Regents that the anticipated cuts, compounded by the unfunded costs which must be covered (academic merits, collective bargaining agreements, health and benefit cost increases, and the restart of employer contributions to the UC Retirement system) means that the campus will put at risk not only the quality of the institution, but basic access to the citizens of California.

The EVC continued that while no one knows the full extent of the impending mid year cuts, the campus needs to anticipate that based on the economic situation in the state, the budget reductions could be significant and last for several years. The campus needs to accept the fact that UC will no longer receive state funding at the levels it has in the past, and will need to redesign its enterprise to reflect this reduction in state provided resources. Currently UCSC is highly dependent on state funding and student fees to operate. Close to 94 percent of UCSC's instructional budget and core administrative functions rely on those two funding sources. Nearly 86 percent of the funds are budgeted for academic and staff salaries and benefits. The vice chancellors, deans, vice provosts and Academic Senate are engaged in a dialogue about strategies to address the anticipated mid year reductions and what could be even more significant cuts in 2009-10.

The campus will explore every opportunity to further increase efficiencies and consider deferring actions on new initiatives. The EVC is not prepared to authorize moving ahead on new systems at the expense of having to cut deeper into academic programs or eliminating or further reducing core functions. For 2009-10 the administration has proposed to the Senate that the campus limit the enrollment of new frosh to about 3,500 students, about 400 less than in the current year. This means overall enrollment will be flat. The campus may need to limit the recruitment of new faculty to essential hires, who are either critical to maintaining the momentum of a specific academic program or are needed to address curricular issues on campus. Growth in student services will be limited, and the administration will work with the Student Fee Advisory Committee to consider every possible programmatic efficiency.

The campus will look at every program and activity to determine what can be cut, this must include some very popular activities, including highly visible public service

activities, to determine whether the campus can continue to invest in these programs. The EVC has directed principal officers to implement all reasonable cost saving measures and to engage their staffs in identifying ways to invest limited resources as efficiently as possible.

EVC Kliger added that for faculty, workloads will continue to increase and the resources to support teaching and research will be strained even further. The second year of the systemwide faculty salary plan has fallen victim to budget cuts. The campus Faculty Salary Task Force has completed its recommendations, and the EVC is scheduled to consult with the Committee on Academic Personnel (CAP) and Committee on Planning and Budget (CPB). Following those consultations, the EVC and Senate will decide what can be done locally to address the issue.

The EVC closed by saying that in a time of uncertainty and change, there are a few things he is certain of:

- UCSC is a resilient community and a creative community: in difficult times, the campus has responded with hard work, imagination, and an unfailing willingness to think outside the box to meet the challenges, and can do it again.
- UCSC is a focused community: it will not lose sight of its priorities, and will continue to build on its strengths and provide students a quality experience in the classroom.
- UCSC is an accomplished community; this will allow UCSC to diversify its resource base and continue to be ambitious in its goals.
- UCSC is a responsive community: it responds to difficult times with awareness, generosity, patience, perseverance, and respect for all.
- UCSC is a community that values shared governance: the Senate's work will be critical in helping guide campus decisions over the next few months.

Following the announcements Chair Williams opened the floor to questions and comments.

Professor Bob Meister, Politics, asked about the current portfolio level of UCRS. EVC Kliger responded that he does not know the numbers off the top of his head, but is a misinterpretation of his statement to assume it's only dropped by five percent. The way that UCRS is valued is an actuarial value, which means they average over several years, so when things get bad you don't see it in the first year. The UCRS portfolio is quite diversified, so in good years, the return is not always the best possible return, but it is safety driven: in bad years, it doesn't do as badly as other funds. This information should be a matter of public record. There will be an investment committee meeting of the Regents and the EVC assumes the treasurer's quarterly report will be issued then. The report will be on the Regent's web site by the end of the week.

Professor Onuttom Narayan, Physics, asked about the timeline for action on the Faculty Salary Task Force recommendations and the status of the employee housing master plan (EHMP). Chancellor Blumenthal responded that timeline for the faculty salary recommendations depends on the outcome of a meeting with CAP and CPB slated for

this week. The EHMP was delivered to the chancellor that afternoon, but the chancellor had not had a chance to review the plan.

Travis Orloff, Graduate Student Association (GSA) President, stated that traditionally, with economic downturns, graduate student enrollment increases nationwide. He then asked if the campus will have less money to fund those students and how the campus plans to attract and maintain those students. EVC Kliger responded that it is not clear that the trend of increasing graduate enrollments will continue during downtimes. One way the campus has supported graduate students is through private and government support. Due to the work of UCSC faculty, a record \$131 million in contracts and grants were raised last year, which supports a lot of graduate students. EVC said the answer is federal fundraising; private support and doing all the campus can to put as many resources possible toward graduate education.

Professor Bob Meister, Politics, stated that he received an email draft of UC President Yudof's Accountability Report. The report said there are now accountability standards for undergraduate education in which the campuses will be ranked. It applied those standards, and UCSC was ranked at the bottom, below Riverside, in undergraduate quality. Professor Meister asked if UCSC is at the bottom in both undergraduate and graduate education and what are the prospects that UC will respond to the current budget climate by cutting campuses differentially, that is, by stratifying campuses and ending the traditional conception of UC as a single system?

Chancellor Blumenthal responded that in terms of accountability, there is a report out, but it does not actually rank campuses by all measures of undergraduate accountability. The report provides a number of measures by which campuses will be ranked. UCSC does well in some and poorly in others. This was a first report, and it was not well thought through in terms of which measures were used. The chancellor said it is the new president's view that accountability is going to be a dynamic entity. Next year's accountability report will not necessarily include the same measures that were in this year's. The chancellor also said that he thinks there already is a non-equality of funding within the UC system. For many years UCSC has not been as well funded as some of its sister campuses. UCSC is not at the bottom of the funding ration, but it is near it. The chancellor's view is that if UC is truly to be a system of equal opportunity for campuses, then the campuses should be funded on an equitable basis.

EVC Kliger added the document was large, with many accountability measures, and many ways to interpret it. Chair Williams provided the URL, [www.universityofcalifornia.edu](http://www.universityofcalifornia.edu), where the report can be found.

### **3. Report of the Representative to the Assembly**

The Senate accepted the report without comment.

### **4. Special Order Annual Reports**

Chair Williams introduced the consent calendar, explaining that anyone wishing to pull a report from the consent calendar for discussion might do so. The report of the Committee

on Academic Planning and Budget was pulled. The remaining items on the consent calendar were received without comment.

**b. Committee on Planning and Budget (AS/SCP/1583)**

Professor Meister, Politics, questioned if there are any incentives at either the campus wide or departmental planning levels to compromise quality so that the campus can continue to grow. CPB Chair Susan Gillman responded that one of the points that the report is trying to suggest is the campus, particularly in terms of faculty recruiting, is in a period of reallocation of resources, rather than thinking about growth as way of advancing projects. CPB Chair Gillman continued by saying that planning through reallocation is about taking what departments have been planning and trying to put together hires that will serve the needs of current programs and clusters of programs. That is the major innovation, trying to get departments to work together in ways that make sense for them to leverage hires so they can be more than simply replacements within individual programs. One of the points of the report was to help departments understand that this kind of planning will preserve current programs and help them grow. That is not growing by adding, but by thinking intelligently about hiring.

CPB Chair Gillman also said that CPB's data subcommittee is engaged in thinking about the accountability measures that are so crudely applied in the draft report from President Yudof. The system-wide Senate committees were asked to comment on the report. UCSC has been working very hard to develop measures, for both undergraduate and graduate students, ranging from time to degree to retention.

CEP Chair Jaye Padgett stated that he does not believe the accountability report is nearly as gloomy for UCSC as it is being portrayed. Many of the measures, once they are normalized, will make the campus look fine. Some measures are very positive, for example, UCSC does very well in sending students on to graduate schools.

**6. Reports of Standing Committees**

**a. Senate Executive Committee**

**i. Joint Senate/Administration Faculty Salary Task Force Report (AS/SCP/1589)**

Task Force Chair and Senate Vice Chair Lori Kletzer provided an update on joint Senate/Administrative actions regarding ladder-rank faculty salaries. She began by saying that some may be wondering if now is the time to be talking about increasing faculty salaries, but now is not the time to fully stand still or retrench. Investing in faculty has always struck Task Force Chair Kletzer as a low risk investment, and it is one of the top priorities as stated by President Yudof, Chancellor Blumenthal and EVC Kliger. Task Force Chair Kletzer continued that teaching, research and service are efforts that bring prestige and accomplishment, and faculty are really the core of the academic mission.

The Task Force report was delivered to the Senate and administration on September 10. The charge of the Task Force was limited to examining current policies and practices at all levels of the academic personnel review which affect faculty salaries, and recommend modifications that ensure UCSC salaries are equitable, relative to other UC campuses. The Task Force established modest goals. The first goal being that, by July 1, 2009,



UCSC's median dollars off-scale would equal that of the next lowest campus. The second goal, by July 1, 2011, that UCSC's median faculty salary will equal the UC system wide nine campus median. For UCSC to achieve equity and close the gaps with the other campuses, UCSC needs to do two things: increase the number of UCSC faculty with off-scale salaries, and increase the size of the off-scale increment.

The UCSC average faculty salary is about \$89,000 and the system wide average is about \$97,000. That is a \$7,700 gap using average salaries. Looking at the median the gap is about \$6,000. The Task Force tried to focus on off-scale salaries, which rank gets them and how big they are. The percentage of UCSC faculty with non-zero off-scale is 39 percent. Prior to the system wide adjustment it was 78 percent. The comparison to UCSC's 39 percent is 65 percent system wide (56 percent if Berkeley and UCLA are taken out). Task Force Chair Kletzer further explained the off-scale percentage by campus, the full distribution of salaries, and the differences between UCSC and other campuses. The conclusions that the Task Force reached are: the shortfalls in off-scale salary are the greatest for the faculty who are already the most highly compensated. The problem lies in the monetary rewards that are associated with the substantive judgments that are made about faculty performance. As the UC system wide scale has fallen well below the market and well below its comparisons, other campuses have moved to use off-scale salaries in order to remain competitive. UCSC needs to do the same. The failure to do so affects UCSC's position relative to the sister campuses.

The last part of the Task Force report contains a plan and recommendations. The plan starts with the Task Force's two goals. The plan's aim is that UCSC should invest the same amount in ladder ranked faculty salaries as other campuses do. Currently UCSC invests less in this area. The Task Force's core conclusion is that the substantive problem is not how this campus judges files on their merits. The issue is the monetary reward that is associated with that judgment. A plan to address off-scale salaries needs to start with that assumption and move forward. The short term plan is to figure out a way to increase the fraction of faculty with off-scale salaries and increase the size of the off-scale increment. Based on the sound judgments of the academic personnel system, the Task Force believes dollars should be targeted at those who have a recent history of greater than normal assessment. The focus should be on the ranks where the competitive discrepancies are the greatest. The plan also suggests longer term systemic changes in the personnel review process. Finally the Task Force would like to establish, on an annual basis, a regular report of faculty salary competitiveness, year in and year out. How is the campus progressing? Where does it stand and what are the goals?

Professor Deanna Shemek, Literature and Provost of Cowell College, stated that she and some of her colleagues were puzzled by what happened in 2007 with the Regent's faculty salary plan, when it was thought that the campus was going to see a greater normalization or greater correction than it did. Professor Shemek asked why so many people lost their off scales in a moment when the faculty thought the campus was moving toward the kind of correction that the Task Force committee is suggesting. Is it the case that salaries that go with on-scale come from central UC funds and off scale come from campus funds?

Task Force Chair Kletzer responded that it is striking the degree to which the campus went from 78 percent off-scale to 39 percent off-scale. The process by which the Regent's system increased the salary scale was meant to absorb off-scale, it was designed with the belief that at some simplistic level, scale is good and off-scale is bad. It was an attempt, by design, that tried to bring more people on-scale. The larger a faculty member's off-scale, the more likely the faculty member were to retain it. UCSC was a campus with fairly small average off-scale and that is why the campus fell so much in terms of the fraction of faculty with non zero off-scale.

CPB Chair Gillman explained that the campus gets an amount each year to cover faculty salaries, including merits. The payroll number that the campus was at the year before, at the end of the merit process, is the figure with which the Office of the President (OP) gives money for faculty salaries. In practice the allocation from UC is never enough relative to merits or base salaries on campus. No campus gets the full amount to cover their payroll. Chancellor Blumenthal added that the first year of the supposed four year system wide increases in faculty salaries, was funded centrally. The amount of money each campus received was a result of an intense negotiation in the Council of Chancellors.

EVC Kliger stated that the only time divisions put in faculty salary, other than the base amount associated with the FTE is at the time of appointment, if somebody is appointed off-scale. Each division has a turnover savings and that money provides the off-scale. After that appointment all of the additional salary increases are provided at the campus level.

Committee on Privilege and Tenure (P&T) Chair Cathy Soussloff thanked Chancellor Blumenthal for his consistent support of the priority of the UCSC faculty salaries with UCOP and the Council of Chancellors. She also thanked Task Force Chair Kletzer for a clear exposition of Task Force work this summer and last year. P&T Chair Soussloff then stated that as the chair of P&T and as a member of the Task Force, she has spent much of last year and this year with her committee discussing the situation. P&T has a number of items that were not included in the report, but are concerns. The P&T committee states that all matters pertaining to faculty salaries may be considered substantial to the interest of the Academic Senate faculty including the implementation methodology of the recommendations in the report. P&T underlines that considerations regarding the methodology of salary increases are not only monetary in nature, but also central to the rights and privileges of the faculty. These include fairness, transparency and equity. In order to avoid future problems, those committees concerned with issues of procedure in personnel matters should be consulted for their views including P&T, CAP and the Committee on Faculty Welfare (CFW). The proposal in the report against departments recommending salary amounts appears to P&T to delegate further authority to the deans with less transparency to the individual faculty and to the departments. P&T recommends more input at the department level. CAP should review salary recommendations for all individual actions. P&T Chair Soussloff said it is not in the faculty's best interest to have the dean given even more delegation of authority in implementation of a salary equity plan for the campus.

P&T recommends that salary augmentation be made for individual faculty above the median at each rank and step in conformity with the ranks and steps of the other UC's as earlier shown. No Academic Senate group, or rank, or step should be left out of salary augmentation considerations, nor does P&T feel that any of those aforementioned groups has been overcompensated in the past. These have been consistently represented on this campus as merit based. The statistics do not appear to support any such assumption of overcompensation for any Senate member in any category.

Task Force Chair Kletzer agreed that more transparency is needed; it allows people to feel that judgments are made fairly.

CAP Chair Maureen Callanan stated CAP's response to the Task Force report is as follows: CAP thanks the work of the Task Force and the spirit of cooperation between the Senate and administration in their response. CAP has some concerns about CAP-like roles being filled by other bodies on campus. CAP works well to provide consistency and equity across divisions and worries this would be difficult to replicate in division specific committees. CAP sees no problem with departments recommending salary amounts. CAP takes these into account but makes its own recommendation based on campus wide needs. Faculty can always request their file after an action, which would be helpful regarding levels of review.

CAP is unclear as to why there are off-scale salary discrepancies and thinks it may have to do with larger competing offers. CAP is in the process of considering possible modifications to the current practices in recommending off-scale amount, with the possibility of adding to the usual amounts, especially for high performing faculty and is in consultation with the EVC on considering that for this year.

CAP Chair Callanan continued it is crucial to consider what the trade offs would be before diverting funds to a large scale faculty increase. One part of the data shows a large gap at the assistant professor level, and CAP recommends an increase in starting salaries. Any remaining funds should be streamed towards current assistant professors, especially if new assistant professors are being brought in at a higher rate.

Professor Onuttom Narayan, Physics, stated that the Task Force recommends that people who in the recent past had off-scale recommendations should now be reviewed as they may not have been given a sufficient amount. In the data presented it shows other campuses had varying amount of off-scale and UCSC had zero. If the people who have not gotten off-scale are left out, the Task Force will bypass fixing the problem in the second quartile and only concentrate on the third and fourth quartile. It doesn't seem that the third and fourth quartile are any more disadvantaged compared to the second one.

Professor Narayan also said if the Task Force leaves aside the question of what the other campuses are doing, the rank and step system is designed to assess quality of individuals. If a faculty member deserves a \$10,000 off-scale at the assistant professor level, barring unusual exceptions, the department should be able to argue for that acceleration. If a

faculty member is meritorious enough to receive the salary appropriate for the next step, then the department should make the case and be able to accelerate the faculty member to that step. The off-scale amounts is based on the fact the rank and step system moves in integer steps, so it is up to the department to assign step movement for faculty.

There is merit based off-scale, and then there is off-scale because salaries lag behind other averages, and Professor Narayan does not see why that shouldn't be across the board. He would differentiate off-scale as being partly merit based and partly salary range adjustment based. The first one should be case by case, started by the department, and the second one should be across the board.

Task Force Chair Kletzer responded off-scale is not always a measure of meritorious progress. If there is not enough in a file to recommend promotion to the next step, there might be a recommendation for a little bit of a salary increase. Some of the strongest judgments about merit result in accelerations; a two step movement which keeps that faculty person on scale. The Task Force talks about off-scale, but it doesn't want this conversation to just be about that. It needs to be about performance, so it needs a full understanding of off-scale and what it means to have a file judged as greater than normal, or normal, or less than normal. The median is zero off-scale; it is not just about increasing the size of the off-scale increment to those who already have one. It is about increasing the fraction of people who have off-scale.

Professor Charlie McDowell, Computer Science, asked for simple instructions on how to catch up if he follows the directive of CAP to only argue the salary based on the merits of the case.

Task Force Chair Kletzer responded that it is easy to call the procedure "CAP" but that is not accurate. It is a whole process from department all the way through to the deciding authority. CAP is currently considering what the greater than normal increment should be. The performance based increment needs to get bigger. The instructions need to change and this is the beginning of that conversation.

CFW Chair Elizabeth Abrams stated the report mentions a menu of options for an implementation plan, and only offers one option at the end. CFW is concerned that there are a variety of ways to achieve the goals laid out in the report. CFW would like to see the merits of the different options discussed so that the merits of the final plan are very clear to the campus.

Professor Chris Connery, Literature, asked if the 2007 adjustment had a differentially deleterious effect on this campus. If so, why did that happen here?

Task Force Chair Kletzer responded that when the 2007 adjustment was first implemented the move to the new salary scale was associated with rank and step and most faculty with off-scale salaries went to zero off-scale since UCSC's off-scale increment was so small.

Professor Barry Bowman, Biology, remarked that the scale adjustment definitely should have moved the campus up closer to the median, but it did not. CAP makes salary recommendations on four of the nine UC campuses. Some of the CAP's do not see salaries, those judgements are largely administratively assigned. Professor Bowman then asked the chancellor if he thinks the data is correct and if the campus is at the bottom because it reflects the nature of the faculty, or if the campus is just poor.

Chancellor Blumenthal responded that the UCSC faculty is as deserving as any other. The chancellor has not studied the report closely, but believes it is accurate. UCSC is in this situation because of decisions that have been made over time.

Professor Karen Bassi, Literature, asked what her department is supposed to do with current cases where faculty are underpaid. What can her department do to get their faculty where they deserve to be in the pay scale and not have endless discussion in department meetings when they are looking at the case of a stellar person and debating minute steps?

Task Force Chair Kletzer responded that the Task Force believes there needs to be a rethinking of the entire personnel process with a focus on the assessment that the campus does not attach enough money to the qualitative assessments it makes.

CAP Chair Callanan declared there needs to be a distinction between the Task Force short term recommendation to add a bunch of money to fix the problem versus what is being done with cases right now. If a department thinks they have a strong case, make it a strong case for all the levels of the review that will follow.

Task Force Chair Kletzer concluded that the Task Force explicitly states that based on the history of judgments, not enough money was associated with some of the assessments and the Task Force proposed ways to remedy that.

## **b. Committee on Educational Policy**

### **i. Oral Report on General Education Reform**

CEP Chair Padgett reported on CEP's General Education (GE) reform efforts. Last spring CEP presented a preproposal to the campus, based on consultations with campus constituents. The committee asked each department for feedback on the proposal, focusing on what departments might do in the area of disciplinary communication and writing. Most departments have responded and CEP will work with CPB to analyze that data. CEP also went to the divisions, via the councils of chairs, for input on each division's idea of what courses in their subject area are likely for GE designation. CEP has heard back from four of the five divisions.

CEP held a forum on GE, where CEP received feedback from faculty to simplify the proposal and expressed that the least exciting part of the GE reform is the definition of breadth in subject areas. CEP plans to have a complete and revised proposal by winter break. CEP is also dealing with creating topical clusters, and has one almost in place for the next academic year. The cluster tentatively referred to as "Sustainability in Society,"

will be housed in College 8. About 150 students will have the option of signing up for a three-quarter cluster of courses on this topic. The first quarter will be built on the College 8 core course that currently exists but would be enhanced with lecture materials outside of the five unit course. The second quarter would be mounted by faculty either in Ecology and Evolutionary Biology or Earth and Planetary Sciences and would perhaps focus on global warming, weather patterns, water pollution. The third quarter would be mounted by Electrical Engineering and would have its focus on engineering solutions to sustainability problems. CEP would like to have these courses work in conjunction with the core and Writing II courses that students have to take anyway. Advantages include focusing on a theme that is important to people rather than focusing on a discipline. This imparts breadth, and adds a kind of depth that does not already exist in the GE. The cluster idea will not require any kind of legislative change.

CEP plans to put Writing legislation forward in the winter, followed by the rest of the GE reform.

### **c. Committee on Committees**

#### **i. Additional 2008-09 Nominations (AS/SCP/1585)**

The additional nominations were accepted without comment.

### **7. Report of the Student Union Assembly Chair**

SUA Commissioner of Academic Affairs (CAA) Matthew Palm began his comments by reading from a testimonial that was submitted by a student who's ethnicity was called out by a teaching assistant (TA) in a class. SUA CAA Palm then stated that the story illustrates several problems of discrimination in the classroom environment. It is SUA's goal to work with any faculty members interested in the well being of their students to find ways to better inform, train, and enlighten TAs to put an end to instances like the one the CAA referred to.

The SUA has devised a formal survey that addresses discrimination and student's sense of safety in course sections. The SUA chose sections because they are smaller and more intimate than larger classes. The results of the survey will be analyzed on a department by department basis so that by the spring quarter the SUA can provide department chairs with accurate reports, including student testimonials. SUA feels this project is the best avenue to assert the student voice on this issue. The graduate division recently put out a TA training manual, and the SUA sees its testimonial and survey drive as supplemental to that manual. The SUA also feels a student initiated, student run and student produced survey may provide some insights to those accusations that this campus unfairly or unduly indoctrinates its students into subversive left wing ideologies while marginalizing conservative students. The SUA hopes this initiative will build off the Committee on Affirmative Action and Diversity's Diversity Climate Report. SUA plans to recommend that the campus provide support, training and mentoring workshops that promote awareness of diversity issues and generate practices for supporting existing diversity initiatives and developing new initiatives that are sensitive to the diversity of campus constituents.

Next SUA CCA Palm discussed ethnic studies. He stated that a lot of students feel that a good compromise for ethnic studies is an interdisciplinary program, because of a concern that students who are interested in ethnic studies are not taking existing ethnic studies courses. Putting forward an interdisciplinary program on ethnic studies will embody the academic plan, and also be more affordable than organizing a new department.

SUA CCA Palm addressed the potential mid year fee hikes. He reported that the average UC student borrowing money will graduate with a \$14,665 debt burden, and mid year hikes will aggravate the situation. Students at UCSC strongly oppose any measure by federal and state governments to restrict access to the university to AB540 students. SUA supports the rights for students to safely attend UCSC, and supports the efforts of the vice chancellor and dean of students to ensure this campus is safe and supportive for all students. SUA CCA Palm added that students are still frustrated that workers on campus do not yet have a fair labor contract. Many students think UC's priorities in this area are embarrassing and contradict much of what UCSC stands for.

Finally SUA CCA Palm discussed GE reform. The proposed interdisciplinary topical clusters are garnering a lot of excitement among students. Overall the main concern for GE reform is that it should be leaner in terms of the number of courses and provide more room for students to explore outside the GE system.

SUA CCA Palm closed by saying that students are upset that President Yudof refers to "flagship campuses". The administration and faculty need to make it clear that UCSC is not a satellite to any "flagship campus".

### **8. Report of the Graduate Student Association President**

Graduate Student Association (GSA) President Travis Orloff reported that all GSA's officer positions have been filled. The GSA is now an active, fully operating association. The GSA's main focus is support for travel grants to help promote graduate student research.

GSA President Orloff is pleased by the progress made in community relations. The GSA would like to get graduate students involved in volunteer programs within the city to bring a more personal level of interest and commitment to UCSC. GSA President Orloff is also interested in campus green projects that will lower emissions and energy costs.

Finally, GSA President Orloff would like to decrease the ratio of TAs to students. This means more TAs and more sections. Having a smaller ratio would improve the learning situation for all students.

### **9. Petitions of Students (none)**

### **10. Unfinished Business (none)**

### **11. University and Faculty Welfare (none)**

**12. New Business (none)**

Adjournment: 5:00 pm.

ATTEST:

Judith Habicht-Mauche  
Secretary

February 9, 2009