College of Engineering
December 9, 2014

David Marshall
Executive Vice Chancellor
Isla Vista Update

- Halloween
- Chancellor’s Coordinating Committee on Isla Vista
- UCSB Trustees’ Report on Isla Vista Strategies
- Das Williams legislation: Community Services District
- Associated Students: Code of Conduct and Strategic Plan
- Opportunities for Housing and Economic Development (LRDP)
Chancellor’s Coordinating Committee on Isla Vista

• Co-Chairs: David Marshall, Executive Vice Chancellor
  Kum-Kum Bhavnani, Chair, Academic Senate

• Establish principles and priorities;
• Interact with stakeholders and constituencies to ensure communication and collaboration;
• Serve as clearing house for information about projects and initiatives underway;
• Advise the Chancellor and the campus as we more fully integrate Isla Vista into our short-term and long-term campus planning.
• Importance of Academic Senate and academic integration.
UC President’s Task Force on Preventing and Responding to Sexual Violence and Sexual Assault

- Create consistent “response team” model at all campuses (January 2015).
- Adopt system-wide investigation and adjudication standards (July 2015.)
- Develop comprehensive training and education plan with timelines (Fall 2014 to Fall 2015).
- Implement comprehensive communication strategy to educate the community and raise awareness about UC programs (January 2015).
- Establish independent “confidential advocacy office” for sexual violence and sexual assault on each campus (January 2015).
- Establish comprehensive system-wide website (January 2015).
- Implement standard data set system-wide (July 2015).
Capital Projects

- **Library**: 60,000 asf addition and 92,000 asf renovation (Summer 2015)
- **Sierra Madre Apartments**: 115 student apartments; 36 faculty and staff rental apartments (Fall 2015)
- **San Joaquin Apartments**: (178 student apartments; 8 faculty and residential staff apartments) (Fall 2016)
- **North Campus Faculty Housing Phase III**: 31 homes (Spring 2016)
- **Bioengineering**: 45,500 asf laboratory and research (Fall 2017)
- **Faculty Club and Guesthouse**: 30 guest rooms (2016)
- **KITP Guesthouse**: 32 suites (61 beds) (Spring 2016)
Capital Planning Challenges

• Uncertainties about how State and UCOP will fund capital projects.
• Campbell Hall replacement project.
• Operational Effectiveness:
  – How to better integrate space planning with academic planning and faculty recruitment.
  – Space utilization review (for instructional and research space).
  – Space Renovation: process and costs.
  – Deferred maintenance and start-up costs.
  – Better use of off-campus space, including Devereux.
UC Budget Presentation to Regents

- State will provide “modest support” (4%)
- “Modest tuition increases” of up to 5% tuition and fees must be implemented, or equivalent additional State support must be provided.
- President authorized to raise tuition up to 5% a year for five years.
- Governor’s plan: $119.5M
- 5% increase intuition and fees $97.7M
Proposed Increases in Expenditures

• **Enrollment and Financial Aid:** $94.9M
  – Enrollment Growth: $22.0M
  – Financial Aid: $72.9M

• **Mandatory Costs:** $125.4M
  – [UCRP (14%); Health Benefits; Annuitant Health Benefits; Contractually-Committed Compensation; Faculty Merit Program; Non-Salary Price Increases]

• **High Priority Costs:** $178.7M
  – [Compensation increase (3%); Deferred Maintenance; Capital Program]
Proposed Increases in Expenditures

Reinvestment in Quality: $60.0M

- Reduce Student-Faculty Ratio
- Support Startup Costs for New Faculty
- Reduce Faculty Salary Gap
- Increase Graduate Student Support
- Enhance Undergraduate Instructional Support
UCSB Budget Update

- **Re-benching**: $9.1 million (Year 3 of 6)
- ~25% of State funds distributed for re-benching.
- New weighted student allocation formula: $7.5 million
- ~9% of total UC funds distributed with this formula.
- Combined, UCSB received 11.7% of the $142.2 million distributed to UC campuses.
- Before re-benching, UCSB would have received approximately $10.7 million rather than $16.6 million.
- Additional $5.9 million received by campus.
- Re-benching has increased UCSB state funds by 44% ($55M).
- UCSB is still $38M under 2008-2009 state appropriation.
Current-Year Budget: Revenues

• $1.6 million for improving graduation rates and reducing time to degree of educationally-disadvantaged undergraduate students.
• $6.8 million from our share of savings from capital bond refinancing.
• $5.9 million from student fee revenues.
• $5.4 million expected from strategic sourcing, asset management, non-State funded administrative support, ETS Common Good Fee, and gift tax.
• Total new revenues from all sources: ~$35.3 million.
Current-Year Budget: Expenditures

• Based on enrollment increases, $3.1 million set aside to fund new faculty and teaching assistant positions.

• Allocation to Deans of funding equivalent to 16 new faculty FTE (permanent) and increased supplemental workload funding (temporary).

• $9.7 million for: faculty recruitment and retention ($3.7 million), graduate student support ($3.0 million), and deferred maintenance ($3.0 million).
Budget: Expenditures

• Approved changes to faculty and staff salary and benefit programs expected to increase costs by $14.8 million.

• 48% of this amount related to salary increases and 52% related to benefit cost increases.

• Increase in employer contribution rate for UCRP, from 12% to 14% of covered compensation, expected to increase benefit costs by $5.8 million.
Budget: Expenditures

• Enterprise Technology Services: $5 million for modernization of administrative systems (UC Path, Kronos, and Financial System) and ongoing operation and maintenance of enterprise systems.

• Public Safety and Compliance: $1.1 million to augment police force; address compliance requirements associated with the research enterprise.

• $800,000 needed to fund additional costs associated with the maintenance and operations of new space and LRDP mitigation requirements.
Budget: Bottom Line

• Revenues: $35.3 million.
• Expenditures: $34.5 million.
• Contingency reserve: $800,000.
• Good news: Some additional state support, re-benching, new budget model, increased enrollment.
• On the other hand: unfunded mandates, structural deficit, new costs, expectation that campuses help fund capital projects.
Library Structural Deficit

- Collections budget includes serials (journals) and monographs.
- Danger of reduction in California Digital Library subscriptions.
- Danger of cancellations of journal subscriptions and monograph acquisitions.
- Impact felt in every discipline on campus.
- Urgent need to address library structural deficit.
Library Structural Deficit

- UCSB ranks last among AAU public institutions in total library collections expenditures.

- UCSB ranks close to the bottom of Association of Research Libraries; since 2003, ranking declined from 64 to 102.

- Median collections expenditure:
  - AAU: $350 per faculty and student FTE
  - UC: $301 per faculty and student FTE
  - UCSB: $282 per faculty and student FTE
  - UCSB without one-time funding: $242 per faculty and student FTE.
## Faculty Recruitment

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Faculty Recruitment

2014-15

Pre-Approved: 25
Newly-Approved: 23
Approved for 2015-16: 20
Total Newly-Approved: 43
Total Approved: 68
Total Active Searches: 59
## Faculty FTE

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Looking Back and Looking Forward

Between 2008-09 and 2012-13:

Ladder Faculty Headcount: -5.7% (-50)
Allocated Faculty FTE: -7.4% (-80)
Average Annual Separations: 32 (160 total)

Career Staff: -4.4% (-127)
Looking Back and Looking Forward

Faculty Age distribution in 2012-2013:

Ages 60-64  13%  (108 faculty)
Ages 65+  17%  (141 faculty)
Total 60+  30%  (249 faculty of 830)

Average Years of Service:
25-29  11%
30+  11%
2010 Long-Range Development Plan

- Base: 20,000 students, 1,054 faculty, 3,631 staff
- 5,000 additional students (1% per year)
- 366 additional faculty
- 1,400 additional staff
- Increase in Instruction, Research, and Support Space from ~2.7m ASF to ~4.4m ASF
- $1.2 billion capital program over 10 years
Long-Range Development Plan

• Today: more students
• Enrollment close to 22,000
• Allocated Faculty FTE down 7.4% [from 2008]
• Career staff down 4.4% [from 2008]
• Need and opportunity to rethink LRDP in relation to Isla Vista strategies
• Need to consider enrollment planning
Enrollment Planning

• LRDP: Increase graduate student enrollment from 12% to 17%.
• International graduate students (NRST).
• Distribution of resident and non-resident enrollment.
• New programs and majors.
• Space, facilities, and staff to accommodate enrollment growth.
• How do we respond to demographics of student interests and enrollments?
Academic Planning

• **PRP:** “Sustaining the prominence of departments and programs may require **creative planning** prior to the retirements—for example, consideration of more senior hires, cluster hires, and liening positions forward....”

• **CPB:** “UCSB has not engaged in **meaningful strategic planning** at the university, college, or division level....

• **CPB recommends:** “a **strategic plan for rebuilding and maintaining an excellent faculty across campus.**”
Planning Questions and Issues

• LRDP based on 2008-2010 budget models and planning assumptions.
• Need to understand new models and assumptions, as well as impact of budget reductions.
• Given faculty demographics and constraints (budget, space, facilities, staff support) how can we recruit enough faculty quickly enough to sustain strength and excellence of departments?
Planning Questions and Issues

- Need to move beyond triage and “deferred maintenance” model of faculty recruitment.
- Need to make strategic investments, choices, and align short-term and long-term planning.
- Given UCSB’s interdisciplinary landscape, and programmatic and research strengths that cut across programs and schools, how should we develop comprehensive strategic plans?
Planning Questions and Issues

• Are current FTE planning practices adequate for faculty renewal?
• What are successful models for cluster hires, targets of opportunity, joint appointments, special high-impact recruitment initiatives?
• How should we anticipate new and evolving disciplines and degree programs?
• How should we factor in enrollment demographics, and align research and teaching needs?
• How can we anticipate real costs of faculty recruitment (start-up, facilities, space, equipment)?
Academic Planning

• New conversations about academic planning.
• Department, College, and Division FTE plans at core of academic planning.
• How to layer interdisciplinary and interdepartmental perspectives on FTE Plans?
• Goal is not to produce reports.
• Campus needs to engage in a new conversation about long-range academic planning.