College of Engineering
Fall Briefing
October 12, 2015

David Marshall
Executive Vice Chancellor
Welcome

• **Margaret Klawunn**, Vice Chancellor for Student Affairs

• **Alison Butler**, Associate Vice Chancellor for Academic Personnel

• **Matthew Hall**, Associate Vice Chancellor for Information Technology and Chief Information Officer

• *Thanks to Mary Jacob, Jack Talbott, Denise Stephens.*
Associate Vice Chancellor for Information Technology and Chief Information Officer

- Responsible for overseeing Enterprise Technology Systems and enterprise services (timekeeping, financial system, UCPath).
- Responsible for developing focus on information technologies that advance the mission and strategic goals of UC Santa Barbara.
- Oversight for all IT activities that contribute to planning and implementing a campus-wide IT vision as part of campus strategic plan.
- Collaborate and coordinate with IT units and organizations on campus; work with IT governance structures; academic leaders, faculty, staff, and students; drive innovation and differentiated IT strategy; and improve the business services associated with IT.
- Coordinate with UC system-wide programs and activities.
- Cybersecurity.
Searches Nearing Completion

• Dean of Humanities and Fine Arts
  – Search Committee chaired by Professor Susan Derwin, Professor of German and Comparative Literature, Director, Interdisciplinary Humanities Center

• Dean of Undergraduate Education and Associate Vice Chancellor for Undergraduate Education
  – Search Committee chaired by Professor Omer Blaes, Professor of Physics, Vice Chair of Academic Senate
Search Renewed

• Dean, Gevirtz Graduate School of Education
  – Search Committee chaired by Rich Mayer, Professor of Psychological and Brain Sciences

• Betsy Brenner, and Michael Furlong, Interim Co-Deans, Gevirtz Graduate School of Education
Program Review

• PRP moved from Budget and Planning to Academic Affairs.

• Maria Mahoney, Director, Academic Program Review.

• New responsibilities and mandates for assessment following WASC reaccreditation.

• Overlap between program review and assessment.
Hispanic Serving Institution

- $2.6 million grant from the U.S. Department of Education
- New Title V program: **Opening New Doors to Accelerating Success** (ONDAS)
- Five-year grant assists HSIs to expand educational opportunities and strengthen the success and retention of undergraduates.
- **First-year experiences and faculty professional development.**
- 10 majors and 41 courses in which these students are more likely to have difficulties that lead to probation.
- Carl Gutiérrez-Jones, Principal Investigator.
- Barbara Endemaño Walker, Project Director.
Diversity Initiatives

- **Barbara Walker**: Special Assistant to the Executive Vice Chancellor for Diversity Initiatives.
- Work with EVC, Associate Vice Chancellor for Diversity, Equity, and Academic Policy, Associate Vice Chancellor for Undergraduate Education, Vice Chancellor for Research.
- Increase participation of a broad group of faculty and staff in competing for extramural funding in support of diversity research and initiatives at UCSB.
- Develop diversity research, training, grant proposals to extramural funding agencies (federal and state agencies and corporate, foundation, and community partners).
Library Addition and Renovation
January 4, 2016: Grand Opening

150,000 square feet of new and renovated space:

• Paseo.
• Art Collection
• Special Research Collections
• Interdisciplinary Research Collaboratory
• Learning Commons
• Reading Galleries
• Faculty Study
• Graduate Study
• Instruction and Training Room
• Sunrise Room
• Transfer Center
Faculty and Staff Housing

- **Ocean Walk**
  - Phase I: 22 units
  - Phase II: 37 units
  - **Phase III**: 30 units (March 2016)
  - Phase IV and V: $29 + 36 = 65$ units
  - Total: 154 units

- **Sierra Madre Apartments**: 35 rental units for faculty and staff

- Future projects: Ocean Road
Faculty Recruitment

• As of July 1, 2015, we had 40 new hires.
• Separations and retirements: 23.50 FTE.
• Since July 1: 6 new faculty accepted offers.
• Net gain of at least 16-21 faculty.
• In 2013-14, we added 6 faculty FTE, the first time since the 2009-10 academic year that we added more faculty than we lost.
Faculty Recruitment

• New FTE authorizations, following plans from departments and deans, review and recommendations by CPB.

• **66 new searches** over the next three years:
  • 29 searches for 2015-16;
  • 29 searches for 2016-17;
  • 8 searches for 2017-18.

• Last year at this time, 42 new recruitments were authorized: 22 for searches in 2014-15 and 20 for searches in 2015-16.
Faculty Recruitment

• Combining 14 preapproved searches and 29 newly-authorized searches, we expect to have a campus-wide total of 43 new searches underway in 2015-16.

• Combining these with 19 carry-forward searches, we expect to have at least 62 searches underway across campus during the 2015-16 academic year.

• Last year, we conducted 58 searches, which was an increase of 19 over the previous year.

• Exception to Open Recruitment appointments.
Exception to Open Recruitment

• Seven of the new faculty appointed (as of July 1, 2015) were appointed through Exception to Open Recruitment process.

• 24 EOR requests in 2014-15. Four requests denied because of reservations expressed by reviewing agencies.

• Seven requests for partner hires; one for President’s Postdoctoral Fellow.

• Many requests miscategorized since they followed open recruitments.

• Review of protocols and procedures: clarifications and revisions.
Exception to Open Recruitment

• Fairness and integrity of the search process depends on equitable and consistent applicant pools. Candidates cannot be appointed at a higher rank than the rank advertised in a search. (Possible exceptions for those who are promoted during recruitment process or have competing offers.)

• Although we should take advantage of some special opportunities to recruit distinguished faculty in areas of need outside of our normal recruitment cycles, appointments usually are best considered in the context of national searches. Every department in the university could identify distinguished senior faculty in their fields who would make outstanding colleagues.

• Programmatic needs and priorities, weighed against programmatic needs and priorities in all areas of campus, and not just the excellence and distinction of individuals, should be key factors in considering such opportunities.

• Requests should explain why it is not possible to consider the candidate as an applicant in an open search after obtaining permission to conduct a recruitment in normal academic planning cycles.
State Budget for FY 2015-16 signed by Governor in June. Campus has not yet received budget allocations from the Office of the President.

Extends the annual 4% increases in state general fund by another 2 years through FY 2018-19. For FY 2015-16, the increase in permanent state funding is $119.5 million.

Over 4 years, the increase will be $507.3 million, which brings UC back to the 2007-08 state funding levels.

UC agreed to freeze resident tuition at the current level ($11,220) for two more years. Six consecutive years without a tuition increase.

Beginning in FY 2017-18, predictable tuition increases, pegged at the rate of inflation. Student Services fee will increase by 5% from $972 to $1,020 per year in FY 2015-16 to pay for enhanced student mental health services and other critical student services.

Undergraduate Non-Resident Supplemental Tuition (NRST) will increase by 8% from $22,878 to $24,708.

No change in Graduate NRST ($15,102).

One-Time Funding to Address High Priority Costs: $25 million to support high-priority system-wide deferred maintenance needs.
Merit and Salary Adjustments

• Range Adjustment: 1.5% across-the-board salary scale adjustment for faculty and other non-represented academic employees, retroactive to July 1, 2015.

• 1.5% merit pool based on “equity, compression, inversion, exceptional merit.”

• Deans, Academic Senate, Academic Personnel worked together to devise an equitable plan that would be consistent with our merit and promotion system and campus culture.

• Senate Faculty Supplemental Salary Increase: Additional 1% increase based on the original, pre-range adjusted salary; based on equity considerations in regard to other UC campuses and peer institutions.

• .5% of a 3% merit pool reserved for some special adjustments, restricted to UCOP criteria, based on recommendations from deans in consultation with CAP, AP, AVC.
$436 million in one-time funding over three years to help pay down UC’s unfunded pension liability.

New UC pension tier by July 1, 2016: pension cap of $117,000 rather than current $265,000.

Only for new employees hired after the new tier is implemented. New pension salary cap will not affect any current faculty or other employees.

Offers made during 2015-2016 year will be effective June 30, 2016 so faculty recruited this year will be in current pension tier.

UCRP will remain; large majority of UC employees will be fully covered by UCRP.

Most faculty would retire above pension cap.
Retirement Benefits Advisory Task Force

- **Challenge:** Design a supplemental *defined contribution plan* to accompany UCRP *defined benefits plan* in new pension tier.

- Possibly design a defined contribution plan as an alternative to UCRP.

- Retirement plans must be financially sustainable.

- UC must maintain competitiveness of its compensation and benefit programs in comparison to peer institutions in order to attract and retain best faculty and staff.

- Most of UC’s competitors provide retirement benefits through a defined contribution plan rather than a defined benefit plan.

UC Budget Framework Implementation

Programmatic Elements: Transfers

• **Transfer Ratio:** Achieve a 2:1 ratio of freshman to transfer new enrollment each fall at each campus, consistent with UC admission standards.

• **Transfer Pathways:** Articulate specific pathways closely aligned to associate degrees for transfer established by CCC and CSU for 20 most popular majors; any differences will be clearly identified.

• **Course Identification Numbering System:** Use Common Identification Number System (C-ID) that is currently used by CCC and CSU as an additional number for UC campus courses.
UC Budget Framework Implementation
Programmatic Elements: Advising

- **Time to Degree Advising:** Work with campus advisors to help keep students on track for graduation within four years or less.

- **Data to Identify Undergraduate Students at Risk:** Use data and technology tools, such as predictive analytics, to identify students at risk of repeating courses, not completing on time, or needing advising or other interventions and then close achievement gaps; campuses are to report on how they are doing this.

- **Adaptive Learning:** Carry out a pilot study on deploying adaptive learning technologies; focus on improving instruction and increasing the number of students who succeed in difficult courses and persist to completion.
UC Budget Framework Implementation
Programmatic Elements: Time to Degree

• **Major Requirements:** Carry out comprehensive review of courses necessary in 75% of majors and reduce those requirements to no more than 45 quarter units *where possible.*

• **Three Year Bachelor’s:** Develop 3-year degree pathways for 10 of 15 top majors on each campus; promote and encourage use of these pathways; have 5% of students on these tracks.

• **Summer Session:** Pilot alternative pricing models in order to encourage undergraduate students to take more courses during the summer and to take full advantage of existing infrastructure and instructional capacity.

• **Alternative Credits:** Review existing policies on credits for Advanced Placement courses and College Level Examination Program tests with the goal of providing credit that will help students graduate sooner than otherwise would be the case.
UC Budget Framework Implementation
Programmatic Elements

• **Technology and Courses for Undergraduates:** Prioritize resources on the development of courses that connect students with professors across campuses and courses that have professor lecture online and spend more time with students in discussion groups; focus particularly on bottleneck courses, courses with high failure rates, or courses that are needed for popular majors.

• **Online Programs for Workforce Needs:** Expand online programs in strategic areas where high demand exists to help Californians meet the workforce needs of employers; programs can offer certificates or master’s degrees; expand enrollment in existing online programs that have proven to be successful.

• **Activity Based Costing Pilot:** (UCR) Scoping study and then implementation depending on outcome of scoping study.
Enrollment Funding

- **Fall 2014 UC proposal:** Enroll 5,000 additional California high school and community college transfer students over five years.

- **Spring 2015 Budget Act Funding:** UC will receive an additional $25 million above its 4% base budget adjustment if it can demonstrate in spring 2016 that it has admitted a sufficient number of resident undergraduate students to achieve an increase in 2016-17 of 5,000 students over the 2014-15 academic year.
Enrollment Planning Scenarios

• Meet goal of 2:1 freshmen: transfer ratio.
• Each campus asked to consider and report how many students it could take within a range of between 400 and 750 new students.
• Some campuses would have to take more than minimum for UC to meet the 5,000 target.
• **UCSB over-enrolled in 2014-15.** UCOP told us to bring enrollment in line with state funding.
• Potential target: **900 additional California undergraduates.** This would exceed our Long Range Plan Development limits.
UCSB Enrollment Context

• **LRDP**: ability to grow to 25,000 students by 2025 (through 1% annual growth).

• We gained almost 2000 additional students since we first began the LRDP process, but we lost 5% to 7% of our staff and faculty during the budget reductions.

• Constraints: California Coastal Commission and Memoranda of Understanding with the County of Santa Barbara and the City of Goleta.

• We are 800 students above our official LRDP capacity (until new student housing completed).
Graduate Student Enrollment

• Increase in graduate student enrollment an important academic priority.
• Increase percentage to 17%.
• In 2014-15, graduate students comprised only 12.2% of our total enrollment. This was the lowest percentage of graduate student enrollment in the last decade.
• 2015-16 has increase, thanks in part to international student fellowships.
Non-Resident Students

• Increasing the percentage of freshman non-residents from 4% to 12% over the past 6 years has resulted in only 10% non-resident enrollment campus-wide.

• Last year, UC Santa Barbara received the second-lowest amount of non-resident tuition in the UC System. Only UC Riverside received less revenue from this source.
Enrollment Considerations

• Factoring in current enrollment, the maximum increase in enrollment we could achieve while maintaining compliance with the LRDP is 700 students.

• If we aimed for 100 additional graduate students and 100 additional non-resident undergraduate students, capacity to enroll 400-500 additional California resident undergraduates in 2016-2017.

• A more realistic scenario would have us gradually increase our California resident enrollment by 200-250 in 2016-17 and by the same amount in 2017-18.
Transfer Students

• Even at steady state, 2:1 ratio would require major shift in our admissions next year, forcing us to enroll at least 500 fewer freshmen.
• Santa Barbara City College is our only real “feeder school,” and we typically admit only 500-600 SBCC students a year. In 2015, 335 SBCC students actually enrolled at UCSB.
• Were we to aim for 500 fewer freshman, we would admit 1700-2000 fewer applicants.
Analyze Impacts

- Enrollment increase, shift in freshmen-transfer ratio, or both.
- Curriculum, impacted courses; distribution of students.
- Time to degree.
- Classrooms, residence halls.
- Advising, student services, staff support.
- Diversity.
- Admissions, enrollment planning and management.
To be continued...

- UCOP reviewing scenarios, targets, timetables.
- Discussions with campuses, Governor's office, legislature.
- Need to make admissions and enrollment decisions soon.
Long Range Development Plan

• In period of shifting student demographics, shifts among freshmen, transfers, graduate students, fluctuations in student interests, we need strategic admissions and enrollment planning; aligned with academic priorities, curricular planning, and resource planning.
Long Range Development Plan

• We must shift from a “deferred maintenance” model of faculty recruitment to a more robust and flexible program of faculty renewal that protects departmental strengths, supports areas of interdisciplinary strength, and allows for new initiatives.

• We must grow strategically, selectively, carefully.

• We need robust financial models to anticipate the impact of enrollment growth in particular areas; the cost of faculty recruitment, including start-up and space renovations; the cost for new research and teaching facilities; the cost of new staff.
Long Range Development Plan

• Given deficit in faculty, staff, facilities, and infrastructure due to reductions in state support and enrollment growth, we must ensure that growth is financially feasible, responsible, and in our interest.

• We must make realistic commitments of resources.

• Key investments need to be made in advance of growth and concurrent with growth, not years afterwards.
Long Range Development Plan:

• Integrate long-range planning with individual decisions about FTE, enrollment, resources, new programs, capital projects.

• Integrate and coordinate planning for faculty recruitment, enrollment planning, new programs and degrees, staff support, infrastructure, facilities.

• Develop strategic academic vision, informed by data and realistic projections, and understand what it would take to implement it.

• Plan for new programs, interdisciplinary initiatives.

• Discussions with Academic Senate, departments, staff, and students.
Isla Vista

• **Assembly Bill 3**: Community Services District in IV.
• Purchase of Tropicana complex (1000 beds).
• Chancellor’s Coordinating Committee on Isla Vista.
• Projects and curricula related to IV.
• Halloween is on a Saturday this year: plan for November 1st exams and assignment due dates.
Thank you.