End of Year Report Schedule

10:00-10:05  Welcome and Introduction  Gene Lucas
10:05-10:35  Campus Highlights  Henry T. Yang
10:35-10:45  Research Updates  Michael Witherell
10:45-11:10  Academic Affairs Updates  Gene Lucas
11:10-11:20  Institutional Advancement  Gary Greinke
11:20-11:30  Budget and Capital Projects  Todd Lee
11:30-11:40  Admin. Services Updates  Marc Fisher
             Ron Cortez
11:40-11:50  Student Affairs Update  Michael Young
11:50-12:00  Academic Senate  Henning Bohn
## End of Year Report Schedule

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Presenter(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00-10:05</td>
<td>Welcome and Introduction</td>
<td>Gene Lucas</td>
</tr>
<tr>
<td>10:05-10:35</td>
<td>Campus Highlights</td>
<td>Henry T. Yang</td>
</tr>
<tr>
<td>10:35-10:45</td>
<td>Research Updates</td>
<td>Michael Witherell</td>
</tr>
<tr>
<td>10:45-11:10</td>
<td>Academic Affairs Updates</td>
<td>Gene Lucas</td>
</tr>
<tr>
<td>11:10-11:20</td>
<td>Institutional Advancement</td>
<td>Gary Greinke</td>
</tr>
<tr>
<td>11:20-11:30</td>
<td>Budget and Capital Projects</td>
<td>Todd Lee</td>
</tr>
<tr>
<td>11:30-11:40</td>
<td>Admin. Services Updates</td>
<td>Marc Fisher, Ron Cortez</td>
</tr>
<tr>
<td>11:40-11:50</td>
<td>Student Affairs Update</td>
<td>Michael Young</td>
</tr>
<tr>
<td>11:50-12:00</td>
<td>Academic Senate</td>
<td>Henning Bohn</td>
</tr>
</tbody>
</table>
Congratulations to this year’s new Academy members and fellows
National Academy of Engineering

Professor David Awschalom
Physics and Electrical and Computer Engineering

Alumnus Yulun Wang
Founder and Head of InTouch Health in Goleta
National Endowment for the Humanities Fellows

UC Santa Barbara

Professor Cecilia Méndez Gastelumendi
History
“The Wars Within: Civil Strife, National Imaginings, and the Rural Bases of the Peruvian State”

Professor Michael Rescorla
Philosophy
“The Machinery of Meaning: A Philosophical Foundation for Cognitive Science”
American Academy of Arts & Sciences

Glenn Fredrickson
Professor of Chemical Engineering and Materials; Director of MC-CAM

L. Gary Leal
Warren and Katharine Schlinger Professor of Chemical Engineering

Ann Taves
Virgil Cordano, OFM, Professor of Catholic Studies
Michael Gazzaniga
Psychological and Brain Sciences
Director, SAGE Center for the Study of the Mind

Boris Shraiman
Physics
Kavli Institute for Theoretical Physics
2011 Faculty Research Lecturer

Professor Linda Petzold
Department of Computer Science and Mechanical Engineering

The Faculty Research Lectureship is the highest honor that our Academic Senate can bestow on one of our colleagues.
Professor Karen Myers
Department of Communication

53rd Annual Harold J. Plous Lecture
April 1, 2011

“Organizational Membership: Vocational Socialization, Organizational Entry, and Assimilation”
Faculty Recognition Reception
June 2, 2011

In celebration of our faculty’s major honors and awards of 2010-11
Number of alumni, family, and friends attending:

- 600 in 2007
- 1,200 in 2008
- 3,000 in 2009
- 4,500 in 2010
- 6,000 in 2011
Homecoming for Nobel Prize-winning Alumna
Dr. Carol Greider
Frontiers in Cancer Research Lectures, January 21
Distinguished Alumni Award, presented January 22
Ambassador Marc Grossman (UC Santa Barbara alumnus, Class of ’73) has been appointed U.S. Special Representative for Afghanistan and Pakistan
Memorandum of Understanding signed on May 5, 2011, transferring administrative oversight of systemwide UC Education Abroad Program to UC Santa Barbara
University Librarian

Denise Stephens,
Strategic and Organizational Research Librarian at the University of Kansas, will become our next University Librarian, effective July 1, 2011

Thank you to our search advisory committee and its co-chairs, Dean Jane Conoley and Associate Vice Chancellor John Talbott

And thank you to our Co-Acting University Librarians Lucia Snowhill and Sherry DeDecker
Dr. Rod Alferness, Chief Scientist at Bell Labs, will become our next Dean of Engineering, effective September 1, 2011.

Thank you to our search advisory committee and its co-chairs, Professors Edward Kramer and Linda Petzold.

And thank you to Acting Dean Larry Coldren.
Student Excellence and Diversity
High School GPA

The average GPA of incoming freshmen serves as one indicator of academic excellence.
Student Diversity

Enrollment of Chicano, Latino, African American, and American Indian students as a percentage of total enrollment
Transfer Applications

Applicants

<table>
<thead>
<tr>
<th>Year</th>
<th>Applicants</th>
</tr>
</thead>
<tbody>
<tr>
<td>94</td>
<td>5,215</td>
</tr>
<tr>
<td>95</td>
<td>6,078</td>
</tr>
<tr>
<td>96</td>
<td>6,180</td>
</tr>
<tr>
<td>97</td>
<td>6,604</td>
</tr>
<tr>
<td>98</td>
<td>6,725</td>
</tr>
<tr>
<td>99</td>
<td>7,384</td>
</tr>
<tr>
<td>00</td>
<td>8,174</td>
</tr>
<tr>
<td>01</td>
<td>8,398</td>
</tr>
<tr>
<td>02</td>
<td>8,630</td>
</tr>
<tr>
<td>03</td>
<td>7,924</td>
</tr>
<tr>
<td>04</td>
<td>9,017</td>
</tr>
<tr>
<td>05</td>
<td>10,177</td>
</tr>
<tr>
<td>06</td>
<td>12,339</td>
</tr>
<tr>
<td>07</td>
<td>14,288</td>
</tr>
</tbody>
</table>

From 1994 to 2011, the number of transfer applications has shown a steady increase, reaching a peak of 14,288 in 2011.
Freshman SIRs for Fall 2011

As of 5/3/11:

- Freshman applications: 49,041 (largest applicant pool in campus history)
- Anticipated freshman enrollment: 4,000-4,100 (100-200 over enrollment target)
- Average high school GPA of incoming freshmen, based on Statements of Intent to Register (SIRs): 3.91 (down slightly from 3.92 last year)
- Average SAT: 1848 (up 16 points from last year)
- Underrepresented minorities: 1,306 (up from 1,143 last year)
Recent Rankings

- U.S. News & World Report ranks us **#9 among all public universities in the United States**
- The Academic Ranking of World Universities ranks us **#32 in the world and #24 in the U.S.**
- Times Higher Education of London ranks us **#29 in the world**
A new analysis of U.S. university research by Thomson Reuters, published in Science (11/19/10), ranks UC Santa Barbara #4 for citation impact.

#1 MIT
#2 Caltech
#3 Princeton
#4 UC Santa Barbara
#5 Stanford
#6 Harvard
#7 UC Berkeley
Nearly $\frac{1}{3}$ of our doctoral programs have a range of rankings reaching into the Top 5 in the country

45% are in the range of the Top 10

More than $\frac{2}{3}$ are in the range of the Top 20
Budget Challenges
The University of California faces a budget cut of at least $500 million in 2011-12

Governor’s May Revise to be released later today
What does $500 million represent?

- 16.4% reduction in state support from 2010-11
- Total state support for the UCLA campus
- Combined state support for the UCSF, UCSB, and UCSC campuses
- One-third of core-funded academic salaries
- Nearly half of UC financial aid
- Nearly 80% of student services funding
- Tuition from 22,000 additional non-residents, reducing current CA resident students by 50,000
UC budget gap is really closer to $1 billion when factoring in state General Fund reductions and unfunded cost increases (e.g., for health benefits, utilities, faculty recruitment/retention, and UC contributions to retirement)
In the past 20 years, state support for per-student educational costs at UC has fallen 57%, adjusting for inflation.

The proposed cuts take UC back to a level of state funding equivalent to 1998-99, when UC was serving 73,000 fewer students than the 235,000 it is today.
Growth in State General Fund

- Health and Human Services
- Corrections
- K-12 Education
- Higher Education
- UC

Y-axis: 300%, 250%, 200%, 150%, 100%, 50%, 0%, -50%
For the first time, the contribution of students through their tuition will surpass the state’s funding contribution
State Funds and Student Fees

Dollars in billions. Fee revenue figures include financial aid, but exclude nonresident tuition.
Our priority has been, and continues to be, to fulfill our teaching and research missions without compromising quality.
Addressing the Budget Shortfall

Steps we are taking to fill the gap include:

- Operational Effectiveness initiative
- Salary savings from retirements, attrition, layoffs
- Increased revenue from previously approved student fee increases
- Administrative support assessment on non-state units
- Gift tax assessment
- Increased recruitment of non-resident students (without displacing funded in-state enrollment)
Recent Advocacy Efforts in Sacramento:

- UC Day (with our alumni) on March 1
- Public Higher Education Day (joint advocacy by UC, CSU, and California’s Community Colleges) on April 5

Thank you to Senate Chair Henning Bohn for his participation
UCSB’s current proportion of students paying non-resident tuition:

- 3.6% of undergraduates
  - 2.6% out-of-state
  - 1% international
- 25% of graduate students
  - 8% out-of-state
  - 17% international
Average geographic distribution of entering freshmen at other AAU public universities:

- In-state: 75%
- Out-of-state: 22%
- International: 3%

Source: 2007 IPEDS data (most current available)
Regional Receptions
2011 Regional Receptions

In State:
March 12:  
Los Angeles

March 19:  
San Francisco

About 300 students and 600 parents attended each California program, along with 20-30 alumni volunteers
2011 Regional Receptions

Out of State:
March 27: Chicago
April 2: D. C.
April 3: New York
April 22: Beijing

More out-of-state receptions to follow

Our fully donor-funded reception in New York
### Freshman Non-Resident SIRs

<table>
<thead>
<tr>
<th></th>
<th>Fall 2010 as of 6/1/10</th>
<th>Fall 2011 as of 5/3/11</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>198</td>
<td>423</td>
<td>+ 225</td>
<td></td>
</tr>
</tbody>
</table>
Planning for UC Santa Barbara’s Future
Strategic Academic Plan

- Build on foundation of excellence and diversity
- Engage new opportunities within an interdisciplinary and collaborative environment
- Long-term enrollment plan: lift cap from 20,000 to 25,000 students
- Corresponding growth in faculty and staff
Long Range Development Plan

- Extensive planning and review process
  - More than 60 community presentations
  - Responses made to all comments
- Mitigation talks on issues such as transportation, housing, police, and fire resulted in unanimous votes of support from County and City of Goleta
- Approved by UC Regents in Sept. 2010
- Next step: California Coastal Commission
North Campus Faculty Housing

- California Coastal Commission unanimously approved plan to build 161 homes
- First phase of 22 units under construction
Commitment to Sustainability
Bren Hall

First building in the nation to earn two LEED Platinum certifications, the highest sustainability rating possible.
LEED Platinum at Sedgwick

Tipton Meeting House at Sedgwick Reserve has earned LEED Platinum certification from the U.S. Green Building Council
San Clemente graduate student housing, with 973 beds; LEED Gold award (largest LEED-certified housing facility on any university campus in the country)
LEED Gold for Marine Sciences

Marine Science Research Building awarded LEED Gold certification for Existing Building
68 acres of university property on coastal bluffs set aside as permanent open space, through a conservation agreement finalized in June 2010

Part of a collaborative project with the City, County, and local conservation organizations to preserve 650 acres on a 2¼-mile stretch of coastline
The Campaign for UC Santa Barbara
Campaign progress to date:

- $616.2 million raised
- 60 new endowed chairs (to 84 total)
- 158 new graduate fellowships
- Endowment increased by $139 million (to ~$214 million total)
UC Commission on the Future
On December 13, the UC Commission’s final 20 recommendations were endorsed by the Regents.

The full report is available at:
http://ucfuture.universityofcalifornia.edu/presentations/cotf_final_report.pdf
Among the recommendations:

- Reduce time to degree, including a 3-year degree pathway.
- Explore online education options.
- Increase enrollment of non-resident undergraduate students (and cap their number).
- Recover more indirect costs from sponsored research.
- Increase private fund-raising.
- Expand public advocacy for UC.
Thank you to our outstanding and dedicated faculty and staff

In these challenging times, we deeply appreciate your sustained commitment to our students, our mission, and our university’s future
Thank You
<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
<th>Presenter(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00-10:05</td>
<td>Welcome and Introduction</td>
<td>Gene Lucas</td>
</tr>
<tr>
<td>10:05-10:35</td>
<td>Campus Highlights</td>
<td>Henry T. Yang</td>
</tr>
<tr>
<td><strong>10:35-10:45</strong></td>
<td>Research Updates</td>
<td>Michael Witherell</td>
</tr>
<tr>
<td>10:45-11:10</td>
<td>Academic Affairs Updates</td>
<td>Gene Lucas</td>
</tr>
<tr>
<td>11:10-11:20</td>
<td>Institutional Advancement</td>
<td>Gary Greinke</td>
</tr>
<tr>
<td>11:20-11:30</td>
<td>Budget and Capital Projects</td>
<td>Todd Lee</td>
</tr>
<tr>
<td>11:30-11:40</td>
<td>Admin. Services Updates</td>
<td>Marc Fisher</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ron Cortez</td>
</tr>
<tr>
<td>11:40-11:50</td>
<td>Student Affairs Update</td>
<td>Michael Young</td>
</tr>
<tr>
<td>11:50-12:00</td>
<td>Academic Senate</td>
<td>Henning Bohn</td>
</tr>
</tbody>
</table>
Andrew Cleland, Aaron O’Connell, and John Martinis built the quantum mechanical resonator that was named the Breakthrough of the Year for 2010 by Science Magazine
New members of the National Academies

Boris Shraiman
National Academy of Sciences

Michael Gazzaniga

David Awschalom
National Academy of Engineering

Yulun Wang
New fellows of the American Academy of Arts and Sciences

Glen Fredrickson  Gary Leal  Ann Taves
New fellows of the American Association for the Advancement of Science

Richard Appelbaum  Bruce Bimber  Andrew Cleland  Frank Doyle

Catherine Gautier  Art Gossard  Joe Incandela  Chris Van de Walle
Scholars honored early in their career

Rouslan Krenetchikov
National Science Foundation CAREER Awards

Luke Theogarajan

Michael Gordon
Packard Research Fellow

Katie Byl

Ben Monreal
Sloan Research Fellows

Cenke Xu
A Breakthrough Book

Yunte Huang wrote *Charlie Chan: The Untold Story of the Honorable Detective and His Rendezvous with American History*

- 2010 National Book Critics Circle Award Finalist
- Named one of the 100 Notable Books of 2010 by the New York Times
Extramural funding awarded for research has grown with a doubling rate of about 10 years.

Total awards were a record $222 M in 2009-10, including $40 M of stimulus funds.
(It won’t be that large in 2010-11.)
Our new home page
www.research.ucsb.edu
## End of Year Report Schedule

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00-10:05</td>
<td>Welcome and Introduction</td>
<td>Gene Lucas</td>
</tr>
<tr>
<td>10:05-10:35</td>
<td>Campus Highlights</td>
<td>Henry T. Yang</td>
</tr>
<tr>
<td>10:35-10:45</td>
<td>Research Updates</td>
<td>Michael Witherell</td>
</tr>
<tr>
<td>10:45-11:10</td>
<td><strong>Academic Affairs Updates</strong></td>
<td>Gene Lucas</td>
</tr>
<tr>
<td>11:10-11:20</td>
<td>Institutional Advancement</td>
<td>Gary Greinke</td>
</tr>
<tr>
<td>11:20-11:30</td>
<td>Budget and Capital Projects</td>
<td>Todd Lee</td>
</tr>
<tr>
<td>11:30-11:40</td>
<td>Admin. Services Updates</td>
<td>Marc Fisher</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ron Cortez</td>
</tr>
<tr>
<td>11:40-11:50</td>
<td>Student Affairs Update</td>
<td>Michael Young</td>
</tr>
<tr>
<td>11:50-12:00</td>
<td>Academic Senate</td>
<td>Henning Bohn</td>
</tr>
</tbody>
</table>
Academic Affairs
Highlights in 2010-11

• Academic Leadership
• LRDP/EIR
• WASC
• Operational Effectiveness
• Faculty FTE
• Academic Programs
Leadership

• University Librarian
  – Denise Stephens
• Dean, College of Engineering
  – Rod Alferness
• Dean, Summer Sessions
  – Carol Pasternack
• Dean, Extended Learning
  – Michael Brown
• Director, Education Abroad Program
  – Juan Campo
LRDP/EIR

• Approved by the Regents in September, 2010
• Mitigation and Cooperative Agreements signed with:
  – County of Santa Barbara
  – City of Goleta
  – SUN (Sustainable University Now)
• Submitted to the California Coastal Commission
• Effort has given rise to enhanced town-gown relations
  – Quarterly research briefings, Town and Gown committees with cities of Goleta, Santa Barbara, County...
WASC

• **Three steps**
  – Prepare and Submit Institutional Proposal *(2009)*
  – Capacity and Preparatory Review *(2011)*
  – Educational Effectiveness Review *(2013)*

• **Website:**
  http://evc.ucsb.edu/wasc
WASC -- Status

• Institutional proposal submitted and subsequently reduced in scope:
  – Undergraduate Educational Effectiveness
  – Excellence in Graduate Education

• Michael Brown and Mary Nisbet appointed co-ALO’s
Committees formed and functioned to prepare for CPR in Fall 2011

- Steering Committee (Lucas and Bohn)
  - Operational Subcommittee (Nisbet and Brown)
- UG Ed Effectiveness (Nisbet and Bedard)
- Grad Excellence (Morrison and Sutton)
- Data and Policy (Velasco and Weeks)

Draft report completed and circulated for Senate then campus comment

CPR Review date set: October 4-6, 2011
Operational Effectiveness

Project Update
OE Phases & Timeline Overview

- Executive Committee (CCBS)
- Steering Committee
- 4 Working Groups plus Financial Systems Work Group

Phase I: Establish Working Groups & Priority Focus  
August – October, 2010

Phase II: Evaluate Current Processes  
October – Feb., 2011

Phase III: Solution Design & Selection  
March – April, 2011

Phase IV: Implementation of Strategic Solutions  
May, 2011 – May, 2012
Campus Engagement

- 8 Group Meetings & Presentations
- Operational Effectiveness Summit Event
- Campus OE Administration Survey
- 35 Interviews
- OE Website
- Email List
OE Phase I Projects Just Completed

- Campus Personnel
- Shop Services
- Ticketing, Events & Calendaring
- IT & Communications
Phase I Recommendations

- Cluster PPS Data Processing Activity
- Establish Centralized Training Function
- Broaden *Kronos*™ Timekeeping Adoption Campus-wide
- On-line ESCI
Committees to evaluate and recommend Shop Consolidation Scenarios by Fall, 2011
Phase I Recommendations

- Consolidate Ticketing Platform for Smaller Ticketing Offices
- Centralize Scheduling & Calendaring Activity
- Establish ‘Virtual’ Events/Conferences
- Department Web Portal
Phase I Recommendations

- Adopt One Email/Calendaring Collaboration Suite
- Outsource Student Email
- Implement Telephone and VOIP Standard
- Develop and Implement Streamlined IT Organizational & Governance Model
OE Phase II
Shared Service Center Project for FY 2011-12 through 2012-13

- **PPS/HRIS Team**
  - Drive PPS clustering efforts campus-wide
  - Evaluate Shared Service Center for all PPS/HRIS transactional activity

- **IT Governance Team**
  - Redesign IT Organizational & Governance Structure
  - Evaluate clustering opportunities for IT help desk, desktop support services

- **Procurement Team**
  - Implement Strategic Sourcing with new eProcurement System
  - Explore Storeroom Consolidations

- **Financial Services Team**
  - Evaluate clustering opportunities for financial transaction activity
Faculty FTE

- Faculty searches in progress
  - 9 searches carried forward in 2010 - 11
  - 11 frozen searches activated
  - Up to 5 EOR’s
- 27 separations (22 retirements) anticipated in 2010-11
- Anticipate approving about 15 new searches for 2011-12
Library

• Acting UL’s: Lucia Snowhill, Sherry DeDecker

• UCSB Reads – “The Immortal Life of Henrietta Lacks”

• Addition/Renovation
  – LRB approved
  – Planning in progress

• Systemwide Library Planning Task Force interim report out for review
Academic Programs

• **OAP:**
  – Ronald Tobin completes recall as of 7/31/11
  – OAP departments to report to EVC

• **Instructional Computing merged with LSIT** – enhanced Gaucho Space/Collaborate opportunity

• **UCSB will become the administrative host of the UC Education Abroad Program as of 7/1/11**

• **New channel on Cox Cable will be dedicated to UCSB programming** – initially UCTV
Academic Programs – cont’d

- **Economic Forecast Project:**
  - Reassigned from Institutional Advancement to Academic Affairs
  - Designated as a public service research program
  - Dr. Peter Rupert named Director
  - Eric Sonquist – key staff support
  - Downsized to serve only Santa Barbara County
    - Partnered with Arts & lectures to produce the Santa Barbara Economic Summit
    - Presented the North Santa Barbara County annual seminar in Santa Maria
Thank You!
## End of Year Report Schedule

<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00-10:05</td>
<td>Welcome and Introduction</td>
<td>Gene Lucas</td>
</tr>
<tr>
<td>10:05-10:35</td>
<td>Campus Highlights</td>
<td>Henry T. Yang</td>
</tr>
<tr>
<td>10:35-10:45</td>
<td>Research Updates</td>
<td>Michael Witherell</td>
</tr>
<tr>
<td>10:45-11:10</td>
<td>Academic Affairs Updates</td>
<td>Gene Lucas</td>
</tr>
<tr>
<td>11:10-11:20</td>
<td>Institutional Advancement</td>
<td>Gary Greinke</td>
</tr>
<tr>
<td>11:20-11:30</td>
<td>Budget and Capital Projects</td>
<td>Todd Lee</td>
</tr>
<tr>
<td>11:30-11:40</td>
<td>Admin. Services Updates</td>
<td>Marc Fisher,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ron Cortez</td>
</tr>
<tr>
<td>11:40-11:50</td>
<td>Student Affairs Update</td>
<td>Michael Young</td>
</tr>
<tr>
<td>11:50-12:00</td>
<td>Academic Senate</td>
<td>Henning Bohn</td>
</tr>
</tbody>
</table>
Institutional Advancement

- Alumni Affairs and UCSB Alumni Association
- Community Relations
- Development
- Finance & Administration and The UCSB Foundation
- Governmental Relations
- Public Affairs
- Public Events
Fund Raising
Giving Comparison as of mid-May each year

- 2009: $28.1
- 2010: $33.1
- 2011: $27.8

$ in millions
Campaign Themes – Phase II

*Educating citizens* for California and a global society

*Inventing the future* by fueling new discoveries

*Developing solutions* for a sustainable world

*Enhancing culture* and community

*Cultivating leaders* and champions
Campaign Outreach
Events 2010-11

- 5 events in New York City & Washington D.C. with Chancellor Yang in both Fall and Spring
- 18 Campaign events in Northern California
- 10 Campaign events in Southern California (Los Angeles, Orange County and San Diego metropolitan areas)
- 7 major events in Santa Barbara
Public Affairs

- Reports and issues 300 stories per year
- Publishes 93106 faculty and staff newspaper

Current issue of UC Santa Barbara Today magazine
Launched new campus website

Serves as first contact for many target audiences

Enhances campus internet presence
Redesigned Campaign web pages featuring new themes for Phase II
End of Year Report Schedule

10:00-10:05 Welcome and Introduction
   Gene Lucas

10:05-10:35 Campus Highlights
   Henry T. Yang

10:35-10:45 Research Updates
   Michael Witherell

10:45-11:10 Academic Affairs Updates
   Gene Lucas

11:10-11:20 Institutional Advancement
   Gary Greinke

11:20-11:30 Budget and Capital Projects
   Todd Lee

11:30-11:40 Admin. Services Updates
   Marc Fisher
   Ron Cortez

11:40-11:50 Student Affairs Update
   Michael Young

11:50-12:00 Academic Senate
   Henning Bohn
$25,400,000,000

State of California
Structural Budget Deficit
January, 2011
The Governor’s Plan

- $12.5 billion in expenditure reductions (cuts)
- $12 billion in revenue, primarily from extending existing taxes
- $1.9 billion in other budget “solutions”
- Result = balanced budget plus $1 billion reserve
May 2010

- No agreement on extending taxes ($11 billion) which would need to be approved by the voters
- Agreement has been reached on cuts to higher education, health, and social services programs
- No agreement on eliminating funding ($1.7 billion) for local redevelopment agencies
- Governor scheduled to release today a revised budget plan for FY 2011-12
Impact on UC

• $500 million dollar reduction in State support

• Doesn’t include another $366 million in increases in costs associated with:
  • Salaries, Pension, Medical, Utilities, Maintenance, etc.
• Chancellor campus memo in late March of this year outlined campus budget

• State funding reduction initially targeted at $39.6 million – current estimate is $34.8 million

• Unfunded cost increases estimated at $26.8 million

• Strategies to address the funding shortfall outlined in the memo
Addressing the Budget Shortfall

Strategies include:

- Operational Effectiveness initiative
- Salary savings from retirements, attrition, layoffs
- Increased revenue from previously approved student fee increases
- Administrative support assessment on non-state units
- Gift tax assessment
- Increased recruitment of non-resident students (without displacing funded in-state enrollment)
Addressing the Budget Shortfall

Current Campus Shortfall
Estimated to be

$7,000,000

Looking at trying to address this shortfall through the Operational Effectiveness Initiatives
Addressing the Budget Shortfall

The Unknown:

- What is in the Governor’s May Revision and potential impacts on higher education
- Response to the revised Governor’s Budget by the Senate and Assembly
- When a 2011-12 State Budget will be approved and what it will look like
End of Year Report Schedule

10:00-10:05  Welcome and Introduction  
            Gene Lucas

10:05-10:35  Campus Highlights  
            Henry T. Yang

10:35-10:45  Research Updates  
            Michael Witherell

10:45-11:10  Academic Affairs Updates  
            Gene Lucas

11:10-11:20  Institutional Advancement  
            Gary Greinke

11:20-11:30  Budget and Capital Projects  
            Todd Lee

11:30-11:40  Admin. Services Updates  
            Marc Fisher  
            Ron Cortez

11:40-11:50  Student Affairs Update  
            Michael Young

11:50-12:00  Academic Senate  
            Henning Bohn
MULTI-PROJECT COORDINATION

Davidson Library, Bioengineering, Infrastructure Renewal, & Hot Water Loop Construction Impacts

EVC End of Year Report
May 16, 2011

Marc Fisher, Senior Associate Vice Chancellor
Administrative Services
Impacts:
• Scheduled to begin September 2011
• Parking Lot 7 will be closed
• Bike path will be relocated
• The closure is estimated to be in place for 30 months

There are four major projects scheduled for construction:
• Bioengineering Building - construction starts December 2011
• Davidson Library Addition - construction starts December 2011
• Infrastructure - construction starts September 2011
• Hot Water Loop and central plant - construction starts September 2011

Project zero will involve installing utilities, including:
• Potable water
• Reclaimed water
• Chilled water
• Hot water
• Storm drains
• Sanitary sewer
• Gas line
• Electrical and communications lines

Once completed the staging plan* will be modified to encompass the construction site for the Library Addition and Bioengineering Building.

* Please note the staging plans are schematic designs, as we finalize accurate fencing locations, path locations, etc. we will issue the drawings to campus via Campus D-List.
• Parking Lot 7 will be closed for 30 months. Parking in this area will be impacted for the duration of the project; please consider alternative parking options, for example, lots 14, 16, 8, or 6.
• Eucalyptus trees in this area will be removed as part of the Bioengineering Building project. The area will be renovated with a new landscape design.
• New campus standard for construction signs.

Multi-Project Coordination
DAVIDSON LIBRARY, BIOENGINEERING, INFRASTRUCTURE RENEWAL, & HOT WATER LOOP
- Bioengineering/Library hot water loop; showing the wall between the service yard and the east Library entrance with a gate for emergency vehicle access along the Library.

Multi-Project Coordination
The Davidson Library Addition and Renewal will expand and update the existing campus library located at the heart of the UC Santa Barbara campus. The project is consistent with the emerging Vision 2025 Long Range Development Plan.

The addition consists of 56,200 gsf (41,600 asf) and will include 24-hour access, student performance and exhibition space, instruction and group study areas, seminar and reading rooms, special collections, staff offices and workspaces. A connector/bridge will link the addition to the existing library complex. The site masterplan makes provision for a future auditorium.

The renovation of the north wing will include the creation of a new entry and paseo sequence for the library complex, reconfigured floor layout, seismic retrofit, replacement of mechanical, electrical and plumbing infrastructure, and recladding of the wing as a component of the seismic retrofit. The north wing is 95,000 gsf (65,000 asf).

New fire suppression and alarm systems will be installed throughout the library complex.

Multi-Project Coordination
Multi-Project Coordination

DAVIDSON LIBRARY, BIOENGINEERING, INFRASTRUCTURE RENEWAL, & HOT WATER LOOP

DAVIDONS LIBRARY EXISTING CONDITIONS
Multi-Project Coordination

DAVIDSON LIBRARY, BIOENGINEERING, INFRASTRUCTURE RENEWAL, & HOT WATER LOOP
Multi-Project Coordination

DAVIDSON LIBRARY, BIOENGINEERING, INFRASTRUCTURE RENEWAL, & HOT WATER LOOP
Multi-Project Coordination

DAVIDSON LIBRARY, BIOENGINEERING, INFRASTRUCTURE RENEWAL, & HOT WATER LOOP
Multi-Project Coordination

DAVIDSON LIBRARY, BIOENGINEERING, INFRASTRUCTURE RENEWAL, & HOT WATER LOOP
For more information on the Library Project please visit: 
TINYURL.com/myUCSBLibrary

For information on construction impacts please visit the construction activities list at:  
http://facilities.ucsb.edu/notice/default.asp

Thank you!  
Questions?
<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00-10:05</td>
<td>Welcome and Introduction</td>
<td>Gene Lucas</td>
</tr>
<tr>
<td>10:05-10:35</td>
<td>Campus Highlights</td>
<td>Henry T. Yang</td>
</tr>
<tr>
<td>10:35-10:45</td>
<td>Research Updates</td>
<td>Michael Witherell</td>
</tr>
<tr>
<td>10:45-11:10</td>
<td>Academic Affairs Updates</td>
<td>Gene Lucas</td>
</tr>
<tr>
<td>11:10-11:20</td>
<td>Institutional Advancement</td>
<td>Gary Greinke</td>
</tr>
<tr>
<td>11:20-11:30</td>
<td>Budget and Capital Projects</td>
<td>Todd Lee</td>
</tr>
<tr>
<td>11:30-11:40</td>
<td>Admin. Services Updates</td>
<td>Marc Fisher, Ron Cortez</td>
</tr>
<tr>
<td>11:40-11:50</td>
<td>Student Affairs Update</td>
<td>Michael Young</td>
</tr>
<tr>
<td>11:50-12:00</td>
<td>Academic Senate</td>
<td>Henning Bohn</td>
</tr>
</tbody>
</table>
Risks:

- Operating System: z/OS 2.1
- Applications: Stopped Upgrading 2003
- IT Staffing: (3 Staff)
- Functional Expertise
Validating the Problem:

• The UCSB Enterprise Risk Management Committee recently identified the potential failure of the campus mainframe applications and databases as the biggest risk to the campus.

• Tom Putnam, Campus CIO and David Ernst, UCOP Chief Information Officer both agree we have a serious problem.

• Given our timeframe and the level of risk, we need to act immediately.
Financial Systems in use at each campus:

- Kuali
- UCLA Legacy System
- PeopleSoft/Oracle
- Legacy System (homegrown)
- UCLA Legacy System
- PeopleSoft/Oracle
- Legacy System (homegrown)
- Legacy System (homegrown)

UCSB Administrative Services

May 2011
Cross Collaboration Funding

UCOP is providing a line of credit in the amount of $16.5 million dollars.

We qualified for the project funding because we are investigating partnering with another UC Campus for a solution.
Project Background: UCLA System

• By implementing the UCLA system, UCSB gains the functionality and stability of a known system and minimizes risks.

• Utilizing a system already in use by another UC campus also allows for minimizing costs of implementation and allows for sharing of resources and knowledge.

• Partnering with another campus allows us to take advantage of the UCOP Cross Campus Collaboration Program, for initial capital funding in the form of an interest free loan.

• **Began a “Start-up Phase” in October 2010 with three goals:**
  • Determine if there were any “fatal flaws” for implementation
  • Develop a Timeline for implementation
  • Develop a Cost Estimate
Start-Up Phase:

UCSB Financial System Implementation Project
Proposed Timeline

- 10/1/2010 - 10/31/2010: Project Planning Meetings w/UCLA
- 1/1/2011: Start-up Phase: $943,707
- 4/1/2011: Start-up Phase Completed
- 7/1/2012: Target "Go Live" Date
- 6/30/2012

Start-up Phase Tasks (10/1/10 – 4/1/11):
- Hire Initial Positions for Project
- Finalize Committee Members
- Formalize Committee Charters
- Begin Project Communications
- Relocate Project Team
- Planning Meetings w/UCLA
- Financial System Module Assessment
- Develop Detailed Project Plan
- Finalize Project Costs

Module Assessment - Due Diligence:
- Chart of Accounts/General Ledger
- FFS
- Accounts Payable
- eProcurement
- Reporting
- Identity Management
- Security
- Budget
- Plant/Equipment
Start-Up Phase Organizational Structure:

1. Established an **Executive Leadership Committee**, comprised of campus Senior Officers, Deans, student representatives, and the UC Chief Information Officer.

2. Established a **Steering Committee**, comprised of key individuals throughout the campus. Their adopted charter identifies taking responsibility for the feasibility, business case and achievement of outcomes of the Financial System Implementation Project.

3. Appointed ten **Project Area Teams** with Leads to review functional and technical aspects of the UCLA system.
# Start-Up Phase: Project Area Teams

<table>
<thead>
<tr>
<th>Budget &amp; Staffing</th>
<th>Payroll and Personnel System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chart of Accounts/General Ledger</td>
<td>Plant/Equipment Management</td>
</tr>
<tr>
<td>Data Warehouse/Reporting</td>
<td>Procure to Pay</td>
</tr>
<tr>
<td>Facilities Management Accounting System</td>
<td>Student Billing/Accounts Receivable</td>
</tr>
<tr>
<td>Post Authorization Notification (PAN) Accountability Structure</td>
<td>Technical Infrastructure</td>
</tr>
</tbody>
</table>
Start-up Phase: Completed April 1, 2011

• Collaboration with UCLA
  - Several on-site meetings were held both here and at UCLA.
  - Weekly conference calls with UCLA by project teams and project management.
  - Use of a web based collaboration tool (wiki) for sharing of information.

• Project Team Assessments
  - Each project team completed an assessment of the UCLA module/function, making scope recommendations when appropriate, identifying key differences, and requesting enhancements if needed.
  - Teams identified staffing needed for implementation and approximate timeframe.
Project Team Review:

- Financial System Implementation Project formed in October 2010 with goals of determining:

  1) “Fatal flaws” for implementation: None
  2) Total costs for implementation: Approximately $16.1M
  3) Timeline for implementation: July 1, 2013
Steering Committee Review:

- Steering Committee expressed concern the urgency of the situation – pressing for alternative solutions to be reviewed.

- In some instances, moving to the UCLA system would result in a loss of functionality that is currently within our system.

- Steering Committee were concerned about the potential need for additional staff and/or training to operate and maintain the UCLA financial system.

- Another concern raised by the Committee is the remaining lifecycle of the UCLA financial system.

- Committee raised concerns about the burden to their department should they be asked to pay back a loan with a percent tax or transaction based fee.
Steering Committee Recommendations:

1) Do not move forward with implementing the UCLA Financial System.

2) The campus should re-evaluate the Kuali Financial System as a possible solution. The Kuali implementation is scheduled to be completed at UC Davis in July 2012 and UC Irvine is now committing to going forward with Kuali. UC San Diego has also stated they will be moving to the Kuali Financial System in the future.

3) Explore possible solutions for extending the life of the mainframe, in order to provide more time to move to a new financial solution.
Steering Committee Recommendations:

4) Evaluate a “code translation” approach to migrating the financial system off of the mainframe, similar to the Student Affairs approach with their system.

5) Explore risk mitigation strategies for the mainframe, such as securing contracts with companies for “on call” programming support in the event of a failure.

6) Develop a funding strategy and share with the campus what that strategy will be for moving to a new financial system. Begin the planning/budgeting/saving process as soon as possible.
Steering Committee Recommendations:

7) Evaluate the decision making process for the mainframe and its applications so the campus will be better positioned in the future for a long term strategy.

8) Allocate funding for enhancements to the current financial system to improve functionality for the users, should the campus not move forward with a new system.

9) Depending on the direction of project with the mainframe, the committee recommends increasing the IT support staff to levels commensurate with the amount needed to prevent similar situations in the future.
Current Status:

1) Stopped working with UCLA on a proposed project and implementation.

2) Visited the UC Davis campus to learn more about the status of their Kuali project.

3) Contacted the Chief Information Officer at UC Riverside, Charles Rowley, for his opinion on the state of our systems.

4) Contacted the Gartner Group and engaged them to write a proposal for work to evaluate the status of our financial systems.
Next Steps:

Looking forward to the next three months we will be:

1) Contracting with the Gartner Group for the evaluation of our system and possible recommended solutions. We anticipate that work to be completed in approximately 6-8 weeks.

2) Contacting UC Irvine for an update on their Kuali Project.

3) Initiating a survey to determine how financial systems are funded on other campuses.

4) Working with Student Affairs to evaluate a “code translation” approach to migrating the financial system off of the mainframe.
UCSB Financial System Implementation Project

EVC End of Year Report
May 16, 2011

Ron Cortez, Associate Vice Chancellor
Administrative Services
End of Year Report Schedule

10:00-10:05  Welcome and Introduction  Gene Lucas
10:05-10:35  Campus Highlights  Henry T. Yang
10:35-10:45  Research Updates  Michael Witherell
10:45-11:10  Academic Affairs Updates  Gene Lucas
11:10-11:20  Institutional Advancement  Gary Greinke
11:20-11:30  Budget and Capital Projects  Todd Lee
11:30-11:40  Admin. Services Updates  Marc Fisher
11:40-11:50  Student Affairs Update  Michael Young
11:50-12:00  Academic Senate  Henning Bohn
Spring Insight 2011

A big thanks to all 1000+ faculty, staff, and students who volunteered at Spring Insight this year. Approximately 9,000 visitors!
All of the colleges and most of the academic departments and support services were present; 68 sessions were offered as well as 9 faculty lectures. Once again, evaluations were positive, with visitors expressing excitement about UCSB.
Students in Financial Need
Campus Resources for Assistance

- Significant increase in the number of students reporting serious financial need, including a lack of basic necessities such as food and shelter
  - AS and GSA survey shows:
    - 17.3% (353) students skip food to save money
    - 65.5% (1,313) expressed a need for a food bank on campus
    - 41.2% (840) said they would use a food bank
    - 48.8% (1036) indicated their combined income from all sources is not sufficient to cover basic needs
- Office of International Students applicants for emergency funds doubled this year, with an increase in undergraduates applying
- EOP ran out of emergency grant money during winter quarter
- Student Medical Emergency Relief Fund (SMERF) turns away students each quarter
- Food Banks established on UCLA and UC Davis campuses

- A.S. Food Bank is currently being used by 15 students per week, and the numbers are increasing as target announcements are made to vulnerable student populations.
24. If there was such a food bank at UCSB, would you use this service?

<table>
<thead>
<tr>
<th></th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>41.2%</td>
<td>840</td>
</tr>
<tr>
<td>No</td>
<td>25.7%</td>
<td>525</td>
</tr>
<tr>
<td>Maybe</td>
<td>33.1%</td>
<td>676</td>
</tr>
</tbody>
</table>

Answered question: 2,041
Skipped question: 94
• The Associated Students Food Bank is a student-initiated and student-run service available to all UCSB undergraduate and graduate students who are dealing with ongoing financial need or experiencing a lack of food.

• The Food Bank is located on the third floor of the University Center, Room 3167A.

• http://www.as.ucsb.edu/foodbank
Associated Students Food Bank
Food Bank Donation Locations

A.S. Bike Shop (Parking Lot 29)
A.S. Main Office (University Center 1523)
LRC/IVTU Offices (6550 Pardall Rd, Suite B, above Grafikart)
A.S. Annex (Building 434)
A.S. Storke Communications Tower Complex
Davidson Library Main Lobby
Educational Opportunity Program Office
Gevirtz School of Education Building
The MultiCultural Center
Resource Center for Sexual and Gender Diversity
Student Health Main Lobby
Distressed Students Response Protocol

Is there danger to self or others?

- Yes, or student needs immediate medical or psychiatric attention
  - 1. Call 9-911
  - 2. Call Coordinator of Student Mental Health Services, Angela Andrade 893-8920
  - Or Assistant Coordinator of Student Mental Health Services, Ryan Sims 893-7318

- No or not sure, but I am concerned
  - Call Coordinators of Student Mental Health Services, Angela Andrade, 893-8920
    - Ryan Sims, 893-7318
  - Or Campus Social Work Services, Burt Romotsky or Brandi Walsh 893-3087

- No, but student is having academic or personal issues
  - Refer student to appropriate campus support services:
    - Alcohol and Drug Program, 893-3371
    - Campus Learning Assistance Services, 893-3269
    - Campus Social Work Services, 893-3087
    - Counseling Services, 893-4411
    - Disabled Students Program, 893-2668
    - Educational Opportunity Program, 893-4758
    - Graduate Division, 893-2277
    - Office of International Students & Scholars, 893-2929
    - Office of Judicial Affairs, 893-4569
    - Office of the Ombuds, 893-3285
    - Office of Student Life, 893-4550
    - Women’s Center, 893-3778

UCSB After-Hours Phone Counseling
weekends, evenings and holidays: 893-4411

Support for faculty and staff after working with a distressed student:
Academic and Staff Assistance Program, Human Resources, 893-3318
Trainings Ongoing for Academic Staff and Faculty

They Cover:

- *Responding to Distressed Students Guide*
- Distressed Students Protocol
  - How to identify a distressed student
  - What to do under various scenarios
  - Campus resources available
- Workplace Security

Next training: Thursday, May 19, from 2 - 4 p.m. in the Flying A Studio of the UCEN (limited spaces, call Angela @ ext. 8920 to RSVP)

For more information about trainings, or to set up a more extensive training, contact Angela Andrade at the Office of Student Life (ext. 8920)
Donated by Carol Geer, retired director of Counseling Services and executive director of Student Academic Support Services, the Labyrinth Trail on Lagoon Island offers a place for reflection, introspection, and meditation—part of the division’s efforts at promoting student and campus community wellness.
In addition to funding the building of the Labyrinth Trail, Carol Geer also funded the restoration of native vegetation surrounding the site. The restoration project overseen by the Cheadle Center for Biodiversity and Ecological Restoration (CCBER).
<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00-10:05</td>
<td>Welcome and Introduction</td>
<td>Gene Lucas</td>
</tr>
<tr>
<td>10:05-10:35</td>
<td>Campus Highlights</td>
<td>Henry T. Yang</td>
</tr>
<tr>
<td>10:35-10:45</td>
<td>Research Updates</td>
<td>Michael Witherell</td>
</tr>
<tr>
<td>10:45-11:10</td>
<td>Academic Affairs Updates</td>
<td>Gene Lucas</td>
</tr>
<tr>
<td>11:10-11:20</td>
<td>Institutional Advancement</td>
<td>Gary Greinke</td>
</tr>
<tr>
<td>11:20-11:30</td>
<td>Budget and Capital Projects</td>
<td>Todd Lee</td>
</tr>
<tr>
<td>11:30-11:40</td>
<td>Admin. Services Updates</td>
<td>Marc Fisher</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ron Cortez</td>
</tr>
<tr>
<td>11:40-11:50</td>
<td>Student Affairs Update</td>
<td>Michael Young</td>
</tr>
<tr>
<td>11:50-12:00</td>
<td>Academic Senate</td>
<td>Henning Bohn</td>
</tr>
</tbody>
</table>
Academic Senate: New Freshman Admissions Policies for 2012

- Review by CAERS motivated by changes in eligibility and by the January 2011 Regent’s resolution on holistic review.
  1. **Continue with School Context pathway** as currently defined.
  2. All applicants will receive a thorough, individualized review.
  3. **ELC students no longer admitted automatically**; instead ELC weighted in the comprehensive review. (Note: ELC changed from top-4% to top-9%.)
  4. School context information available during the read process.
  5. For applicants whose “read” scores are either so high or so low that the applicant is virtually guaranteed to be either admitted or rejected, these scores will be validated by the holistic scores of the applicant provided by UCB and/or UCLA, when available.
  6. In all other cases, all applications will continue to be read twice, or three times if the two initial read scores diverge by more than a point.
  7. **Continue to admit students through a comprehensive, rather than a holistic review.** Consistent with the Regent’s resolution.
Academic Senate: WASC Re-Accreditation

- Capacity and Preparatory Review
  - Academic Senate actively involved in WASC committees.
  - CPR draft report under review by several Councils.
  - Committee on Learning Objectives and Assessment (CLOA) = New ad hoc committee within Undergraduate Council.
  - WASC focuses on Learning Objectives and Assessment
  - This will require departmental plans, to be reviewed by the Academic Senate.
  - Ad hoc for now – transition to permanent structure as needed.
Academic Senate: Online Education

- Quality is critical. Academic Senate policies at UCSB:
  - New online courses must be identified as such in approval process.
  - Changes in the mode of instruction trigger Academic Senate review. Applies to moving online.
  - Undergraduate Council has prepared a list of guidelines.
- Systemwide pilot project was endorsed by Academic Council, conditional on outside funding.
  - Concerns about recent shift to loan-financing: Repayment questionable. Failure to obtain grants a negative ($0.75m vs. expected $30m)
  - No coherent curriculum design: Sudden shift in focus to non-UC students.
  - Unrealistic time line: Plan to start courses in Summer 2011, but no requests for course approvals so far.
The Academic Senate’s Advisory Role

- Key role in reviews of Programs, Centers, endowed chairs, planning for FTE, planning for capital projects, etc.

Examples:

- Advisory Council on Campus Climate, Culture, and Inclusion
  - Several Senate representatives working in coordination with the Senate Committee on Diversity and Equity

- Budgeting and Strategic Planning
  - On Campus: Coordinating Committee on Budget Strategy, Operational Effectiveness initiative, Campus Planning Committee.
  - Systemwide: Academic Council Committee on a Plan for UC, Implementation Committee, Re-benching Task Force.

Message to Departments: To be well-represented, recognize Senate service; and help resolve scheduling conflicts. Thank you!
End of Year Report Schedule

10:00-10:05  Welcome and Introduction  Gene Lucas
10:05-10:35  Campus Highlights  Henry T. Yang
10:35-11:00  Academic Affairs Updates  Gene Lucas
11:00-11:10  Institutional Advancement  Gary Greinke
11:10-11:20  Research Updates  Michael Witherell
11:20-11:30  Budget and Capital Projects  Todd Lee
11:30-11:40  Admin. Services Updates  Marc Fisher
11:40-11:50  Student Affairs Update  Michael Young
11:50-12:00  Academic Senate  Henning Bohn
Executive Vice Chancellor
End of Year Report
May 16, 2011