College of Letters and Science
Chairs and Business Officers
October 21, 2014

David Marshall
Executive Vice Chancellor
Transitions

Thank you to…

Joel Michaelsen, Interim Executive Vice Chancellor
Mary Nisbet, Dean of Undergraduate Education
Jane Close Conoley, Gevirtz Graduate School of Education

Carl Gutiérrez-Jones, Interim Dean of Undergraduate Education
John Majewski, Interim Dean of Humanities and Fine Arts
Merith Cosden, Acting Dean, and Betsy Brenner, Senior Associate Dean, Gevirtz Graduate School of Education
Searches in Process or in Progress

• Vice Chancellor for Student Affairs
• Dean/AVC for Undergraduate Education
• Dean of Humanities and Fine Arts
• Dean of Gevirtz Graduate School of Education
• Chief Information Officer
Updates

• **WASC**: Accreditation Reaffirmed March 7, 2014.
• Full Ten-year Accreditation (2023).
• Only One Mid-cycle Review Required (2018).
• Integration into PRP process and planning.

• Thanks to Mary Nisbet, Margie Weeks, Linda-Adler Kassner, Kelly Bedard, Deborah Karoff.
Updates

• UC campus-wide **Campus Climate Survey Report** (March 2014)
• 84% of all respondents at UCSB feel “comfortable/very comfortable” on our campus, the highest number achieved by any of the campuses.

• **Hispanic Serving Institution**
• UCSB will be the first AAU campus to achieve this designation.
• Eligible to apply for funding to improve campus as a whole.
Updates

• Higher Education Research Institute Faculty Survey: UCLA and Howard Hughes Medical Institute: To encourage leading research universities to develop strategies for sustained improvement in the persistence in science by all students.

• Faculty Salary Equity Committee
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 stake-holders 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 Visa into our short-term and long-term campus planning.
- Importance of Academic Senate and academic integration.
Chancellor’s Updates

• September 25, 2014: Chancellor’s Coordinating Committee on Isla Vista
• September 25, 2014: IV Safety Progress Report
• July 30, 2014: A Message for Faculty - IV Safety Progress Report
• June 18, 2014: A Message for Faculty - Promoting Faculty-Student Engagement in Isla Vista
• June 13, 2014: Improving Safety in Isla Vista
• May 30, 2014: Campus and Isla Vista Safety
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: 90,000 asf laboratory and research (Fall 2016)
• Faculty Club and Guesthouse: 30 guest rooms (Spring 2016)
• KITP Guesthouse: 32 suites (61 beds) (Spring 2016)
Enterprise Technology Services

- Support and strengthen **IT governance** processes and structures.
- Develop a comprehensive campus **IT plan**.
- Modernize **financial system** and improve its stability and functionality.
- Complete deployment of **Kronos electronic timekeeping** system (Academic Affairs, Athletics, and Research).
- Prepare for the implementation of **UCPath** to replace PPS.
- Implement an **email and calendaring** solution (Connect).
Budget Update

• **Re-benching**: $9.1 million (Year 3 of 6)
• ~25% of State funds distributed for re-benching.
• $7.5 million (using weighted student allocation formula).
• ~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.
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.
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 and increased supplemental workload funding.
- $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

• 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.
Library Structural Deficit

- Collections budget includesserials (journals) as well as monographs.
- Danger of reduction in California Digital Library subscriptions.
- Danger of cancellations of journal subscriptions andmonograph acquisitions.
- Impact felt in every discipline on campus.
- Urgent need to address library structural deficit.
## 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

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 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
• ~1.8m additional ASF
• Today: More students, fewer faculty and staff


**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)?
Related Enrollment Issues

• Do we need to practice more Enrollment Management?
• How should we manage enrollment growth?
• How do we accomplish goal of having a greater percentage of graduate students?
• Balance of California, non-resident U.S., and international students?
Academic Planning

• New conversations about academic planning.
• Departments, interdepartmental programs and clusters of faculty; Academic Senate; Chairs, Deans, Vice Chancellors.
• Goal is not to produce reports.
• Campus needs to engage in a new conversation about long-range academic planning.