College of Letters and Science
Chairs and Business Officers Briefing
February 10, 2015

David Marshall
Executive Vice Chancellor
Admissions

- **UC**: 193,873 applications: freshman applicants up 6.5% and transfer applicants up 2.6%.
- **UCSB**: 85,208 applications for undergraduate admission; increase of more than 5% over last year.
- 70,532 from prospective first-year students and 14,676 from transfer applicants.
- 56% of applicants from racial or ethnic minority.
- Applicants from out of state up 16.3%.
President Napolitano: “State funding to UC was cut by nearly a billion dollars (about 25%) during the recession and is nearly half a billion dollars less than it was in 2007-08, even though there are nearly 25,000 (14%) more students at UC now. In fact, there are 7,000 UC students who have never been funded by the State.”
State will provide “modest support” (4%).

“Modest tuition increases” of up to 5%, or equivalent in additional State support.

President authorized to raise tuition up to 5% a year for five years.

UC will enroll 5,000 (2.5%) more California students over the next five years.
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
Budget Proposals

**Regents**
- Increase in State Funds: 119.5
- Tuition and Fees: 127.9
- Tuition for Financial Aid: 72.9
- PDST Fee Increase: 8.7
- NRST: 50.0
- Alternative UC Revenues: 80.0
- Total New Revenue: $459.0

**Governor**
- Increase in State Funds: 119.5
- Tuition and Fees
- Tuition for Financial Aid
- PDST Fee Increase
- NRST
- Alternative Revenues: 80
- Total New Revenue: $199.5

[Plus $25 million in one-time funds for deferred maintenance]
Budget Proposals

• Governor’s Budget in effect limits UC core funding to the equivalent of a 1.7% increase.
• Half of UC budget does not have funding source identified for mandatory and high-priority cost increases.
• Governor’s budget would not be status quo; it would require reductions in some areas to meet basic obligations.
President Napolitano

“I am working with the Legislature and the Governor to increase the State's investment in UC, which is an investment in the future of California as well as a means of avoiding tuition increases. **It is an ongoing process.**”

“On January 9, the Governor released his proposed 2015-16 budget for California. **The proposal that Governor Brown released is only the first step in the process of enacting a State budget.**”

“While I am disappointed the Governor did not include sufficient revenue to expand enrollment of California students and reinvest in academic quality at the University, I am hopeful that **continued discussions** with the Governor and the Legislature will yield a budget that maintains the **access, affordability, and excellence** for which the University of California is renowned.”
President Napolitano

“The challenge facing UC and the State today is how to build a sustainable long-term financial plan that preserves UC's distinctive combination of diversity and academic excellence.”

“The action taken by the Regents in November 2014 to stabilize tuition over the next five years is contingent on the level of State funding. If the State increases funding to a level that would preserve academic quality and enable UC to increase enrollment of Californian undergraduates, any tuition increases could be lowered or eliminated.”

“The plan is aimed at preserving the quality of the academic program, protecting financial aid and enrolling 5,000 (2.5%) more California students over the next five years.”
UC president, Gov. Brown to jointly review university finances
Enrollment Discussions

• President Napolitano: UC should enroll only the number of California undergraduates funded by state.
• UCSB 2015-2016 plan: slight decrease in undergraduate enrollment.
• Modest increase in non-resident enrollment.
• Gradual increase in graduate enrollment.
• Mandate to reduce “unbudgeted” students will make it difficult for Admissions to predict yield.
• We need to protect our ability to increase graduate students and non-resident undergraduates.
International Doctoral Fellowship Program

• Payment of Non-Resident Supplemental Tuition for all international doctoral students beyond first year of residency who have not yet advanced to candidacy.

• Goal: “to increase the number of graduate students on campus not only by making it easier to admit and enroll international graduate students, but also by freeing up resources currently paying for this NRST so they will be available to support all graduate students.”

• Thanks to Dean Genetti, Graduate Council, Chancellor Yang, Assistant Chancellor Lee, and many others.
Long Range Development Plan

• Discussions about how to implement LRDP, assuming we want to take advantage of opportunities for growth.

• As we emerge from a period of “triage,” we must develop a more rigorous and systematic process of academic planning informed by strategic decisions that incorporate realistic budget models.
Long Range Development Plan:
Points of Departure

• Budget reductions resulted in a 5-7% reduction in faculty and staff since 2008, while undergraduate enrollment grew by almost 10% to about 22,000.

• Staff retirements have resulted in a loss of experience and expertise; diminished recruitment pools have caused greater staff turnover among our remaining staff as departments compete for qualified staff.

• In many areas, we need to realign staff support with changes in workload.

• We may need to replace 30% of the faculty in the near future. In some departments, the need to replace senior faculty is already urgent.
Long Range Development Plan:
Points of Departure

• It will take special recruitment efforts and major investments in facilities and research infrastructure to maintain our current strengths.

• 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.
Long Range Development Plan:
Points of Departure

• In period of shifting student demographics, fluctuations in student interests, new majors and areas of study, we need strategic admissions and enrollment planning.

• Admissions and enrollment planning must be aligned with academic priorities, curricular planning, and resource planning.
Long Range Development Plan: Points of Departure

• Given deficit in faculty, staff, facilities, and infrastructure due to reductions in state support and enrollment growth, we should grow only if it is financially feasible, responsible, and in our interest.

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

• Many of the LRDP planning assumptions are based on obsolete budget models.

• 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.
Operational Effectiveness Working Group

- Faculty renewal and LRDP growth make careful, efficient, and cost-effective space planning a critical priority.
- Disconnect between FTE allocation and start-up funding.
- Start-up funding as great an obstacle to faculty recruitment as availability of FTE.
- Start-up packages (and deans) bear burden of lack of deferred maintenance funding.
- Need for Budget and Planning, and Design and Construction Services, to be integrated into project scoping and budgeting.
- Review of practices, policies, and budget models.
Operational Effectiveness Working Group

• Ensure that the FTE Planning process and recruitment packages, as well as grant submittal process, anticipate and incorporate accurate space provisions and renovation costs.

• Develop 5-Year Instructional Lab Renewal Project List and Budget for Deferred Maintenance and Renovations.

• Compile 2-Year Programmatic Renovation List for Lab ‘Demo to Shell’ Scrape Outs.

• Develop method of separating infrastructure and demo costs to achieve a base renovation ‘standard’ with central funding.

• Evaluate and Propose Potential Uses of Devereux Campus Complex and Other Off-Campus Space to free up Core Campus space.
Long Range Development Plan: Points of Departure

• Planning needs to take Isla Vista into account. How can our planning have a positive impact on IV?

• LRDP strategies now look different in the context of our problems in IV.

• Decision to house more of our students on campus had unintended consequences; SBCC students filled all the vacancies that we created in IV.

• Could faculty and staff housing (for example, Ocean Road project) help to change the demographic, commercial, and cultural dimensions of IV?
Chancellor’s Coordinating Committee on Isla Vista

- Committee has met seven times; additional meetings of co-chairs and subcommittees.
- Reviewing recommendations in UCSB Foundation Trustee’s Advisory Committee Report on Isla Vista Strategies.
- Updates from Chancellor’s Special Assistant for Isla Vista.
- Meeting with community members and SBCC colleagues.
- Discussing Assembly Bill 3, introduced by Assembly member Das Williams to create Community Services District in IV; consulting with experts.
- Preparing Call for Proposals for projects and curricula related to IV.
- Coordinating May 23rd commemorative and memorial activities.
HSI

• UCSB officially recognized as a *Hispanic-Serving Institution* by the Hispanic Association of Colleges & Universities.

• U.S. Department of Education: Designation as an Eligible Institution under **Title III** and **Title V** programs of the Higher Education Act and Higher Education Opportunity Act.

• Eligibility to apply for range of HSI grants under Title III, Title IV, Title V, and Title VI programs.

• UCSB eligible for a waiver of the non-Federal share matching requirements under the Federal Work Study Program, the Federal Supplemental Educational Opportunity Grant Program, and the TRIO Student Support Services Program under **Title IV**, as well as the Undergraduate International Studies and Foreign Language Program authorized by **Title VI**.
New Investments in Academic Support

• Goal: Improve graduation rates and reduce time to degree of educationally-disadvantaged undergraduate students.

• Augmentation of academic advising and counseling capacities.

• Augmentation and expansion of summer bridge programs and other special opportunities.

• Targeted interventions to support EOP students in STEM areas.

• Support for written communication skills.

• Augmentation and expansion of academic advising for transfer students.
Thank you.