Budget and UCOP Audit

- 4% increase in state funding ($131.2 million).
- $169 million in one-time funds for unfunded liability of UC Retirement Plan.
- 2.5% tuition increase (1/3 for financial aid; $4 million redirected to Cal grant).
- $50 million withheld until UC makes progress on Audit recommendations.
  - 2:1 freshman-transfer ratio.
  - Pilot costing model.
Budget and UCOP Audit

• “I put the $50 million in there so we can hold their feet to the fire,” Brown told reporters in announcing the May revision to his annual budget. “That’s the way we will reinforce the audit. They have to make some reports and create some transparency, and we will keep the money until they perform to the auditor’s satisfaction.” (LA Times)
Budget and UCOP Audit

• 2:1 Transfer Ratio.
• Enrollment Plan for 2018-2019: 1500 students.
• UCOP must identify $15 million in State funds from its budget.
• Executive Budget Committee.
• Revised policies for travel, entertainment, etc.
G-28 Travel Regulations Policy Changes

- Reduction in daily meals reimbursements from $74 to $62.
- Maximum lodging reimbursement rate of $275.
- Reduction of mileage reimbursement rate.
- Some exceptions allowed with prior approval, justification, and documentation.
- Spend as if your reimbursement form will be published in *San Francisco Chronicle*. 
# Enrollment

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshmen</td>
<td>4996</td>
<td>4520</td>
<td>- 476</td>
</tr>
<tr>
<td>Transfers</td>
<td>2045</td>
<td>2195</td>
<td>+150</td>
</tr>
<tr>
<td>Graduate</td>
<td>707</td>
<td>850</td>
<td>+ 98</td>
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<tr>
<td>Total UG FTE</td>
<td>20,866</td>
<td>21,318</td>
<td>+ 452</td>
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<tr>
<td>Total GR FTE</td>
<td>2696</td>
<td>2850</td>
<td>+ 154</td>
</tr>
</tbody>
</table>

- Next year: Aim for *status quo* with California undergraduates; increase student FTE through “conversion ratio” and Summer Session enrollments.
- Room for growth in graduate students and non-residents.

[September 20, 2017 report]
Space Concerns

• Shift to upper-division courses.
• Classroom availability.
• TA space.
• Instructional Hall project.
• Need to use all available time slots.
• Working with Registrar and others to identify alternative teaching and colloquium venues.
• Disabled Students Program.
Bioengineering Building
Student Credit Units and Conversion Ratio

- UCOP and State measure enrollment in FTE, not by headcount.
- Student FTE (or “Instructional Load”) represents the three-quarter average student “full-time equivalency.”
- Full-time equivalency for undergraduate students is 15 units per quarter.
“Re-Uniting” and Conversion Ratio

• 2008: “Re-uniting” effort.
• Minimum Cumulative Progress.
• Many courses received fewer credits than contact hours.
• We owe it to students to give them credit they deserve for each course, especially with MCP.
• Re-uniting (or re-valuing) credit units does not increase workload for either students or faculty; it merely recognizes accurate credit unit value for course.
Are we short-changing our students and ourselves?

Writing Intro:
- UCSB: All 4 units
- UCLA: All 5 units
- UCSC: All 5 units

Mathematics Intro:
- UCSB: All 4 units
- UCLA: All 4 units
- UCSC: All 5 units

Chemistry Intro:
- UCSB: Lecture 3, lab 2
- UCLA: Lecture 4, lab 3
- UCSC: Lecture 5, lab 2

Physics Intro:
- UCSB: Lecture 3 or 4, lab 1
- UCLA: Lecture 5, lab 2
- UCSC: Lecture 5, lab 1

History Intro:
- UCSB: All 4 units
- UCLA: All 5 units
- UCSC: All 5 units

Other examples?
## Impact of Increasing FTE Conversion Ratio (CR) for 2016-17

| Description                        | CR Value | F|W|S FTE | Summer '16 FTE | Total Year FTE | Over/Under Target |
|-----------------------------------|----------|----------------|----------------|----------------|-----------------|-------------------|
| Estimated CR for 2015-16          | 0.960    | 17,436          | 1,616          | 19,052         | -118            |
| Proposed Increase in 2016-17 CR   | 0.967    | 17,564          | 1,616          | 19,180         | 10              |
Are we short-changing our students and ourselves?

- Departments, Academic Senate and Faculty Executive Committees, and L&S Undergraduate Education should undertake careful, judicious review to determine if students are receiving appropriate workload credit for current course workload.

- Deans will work with departments to identify potential courses for credit unit review.

- Increasing student FTE would allow us to decrease enrollment and receive additional funding for enrollment.
2017 Summer Session

• FTE up 1.4%.
• Units up 1.5%.
• Headcount up 2.1%.
• Continued focus on impacted courses.
• Opportunity for innovation.
• Summer minors, institutes, special programs.
• Thank you to James Ford, Summer Session Director.
Faculty Recruitment

Ambitious agenda of faculty recruitment: over 150 faculty hired in the last three recruitment years, more than previous six recruitment years.

67 new appointments that began on July 1, 2016: net increase of 28 FTE; this increase finally brought us above our 2008-2009 FTE level.

44 new faculty beginning their appointments in the 2017-2018 academic year balance out about 38 colleagues retiring or separating in 2017.

About 50 of our recruitments last year resulted in accepted offers, and several more appointments are still in progress.

About 70 searches underway during 2017-2018; more authorized for later years.

Cooperation with Academic Senate and Academic Personnel to ensure ambitious recruitment agenda and agile recruitment practices.
<table>
<thead>
<tr>
<th></th>
<th>White</th>
<th>Minority</th>
</tr>
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<tbody>
<tr>
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<td>9</td>
</tr>
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<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
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## Diversity Fall 2017

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<td>29</td>
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<tr>
<td>Female</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>13</td>
<td>14</td>
<td>17</td>
<td>44</td>
</tr>
</tbody>
</table>
Advancing Faculty Diversity: $2 million for best practices related to advancing faculty diversity

- Department of Economics awarded $500,000.
- Comprehensive plan: cluster hire approach and strategic initiative.
- Searches across multiple ranks and fields, advertising through a broad disciplinary network.
- Postdoctoral fellowships to precede assistant professorship.
- Research start-up packages.
- Support for faculty and staff time to focus on a broad search.
Duncan and Suzanne Mellichamp Academic Initiative Professorships


• Campus to select new area for new cluster and reallocate the chairs after 15-year period.

• Consultation and review to assess past experience, recommend procedures and protocols to select, establish, implement, and support a new cluster.
Duncan and Suzanne Mellichamp Academic Initiative Professorships

- Alison Butler, Associate Vice Chancellor for Academic Personnel
- Ann Jensen Adams, Professor, History of Art & Architecture and Chair, Council on Budget and Planning
- Bruce Bimber, Professor and Chair, Political Science
- Richard Duran, Professor, Education
- Patricia Holden, Professor, Bren School
- Tobias Hollerer, Professor, Computer Science/Media Arts & Technology and Vice Chair, Council on Budget and Planning
- Bishnupriya Ghosh, Professor, English
- Tresa Pollock, Professor, Materials
- Josh Schimel, Professor Environmental Studies and former Chair, Council on Budget and Planning
- Deans and Council on Planning and Budget
Growth and Academic Staff

• LRDP anticipated that enrollment growth would come with ratio-driven growth in faculty, staff, facilities.
• Changing budget models and funding formulas, budget reductions, unplanned enrollment growth have caused asymmetrical growth.
• Pressure on academic staff especially acute.
  – Academic department staff FTE had two sharp declines since 2004, and in 2016 were at 17.5% below their peak.
  – While faculty FTE had increased, there was a 25% drop in department staff per faculty member.
  – Student/Academic Staff FTE ratio increased from 44.1 in 2005 to 58.8 in 2016 (33.1%).
  – Some areas of campus have been able to compensate for the loss of state support with income and/or fees, but academic staffing remains dependent on state funding.
• Chancellor has initiated discussion with Budget Strategy Committee on 5-year Staff Expansion Program using savings and new funds.
North Campus Housing

• Developer selected for Phases 4 and 5.
• 71 new homes.
• More affordable units.
• Projected for 2019.
• Ocean Road project in preliminary planning stages.
  – Mixed use, faculty and staff housing, rental units.
  – Positive impact on Isla Vista.
Appointments and Searches

• Interim Dean of Extension
  – Bob York

• Interim Vice Chancellor for Administrative Services
  – Joel Michaelsen

• Acting University Librarian
  – Alan Grosenheider
Library

- 2016-2017: 2.75 million visitors, compared with fewer than 2 million prior to renovation.

- **UCSB Library Search**: portal to a greater bibliographic universe; searches at a more granular level; access to articles and full text materials.

- **Interdisciplinary Research Collaboratory**: greater variety of tools and data sets; increased programming for faculty and students on data sets and on data-analysis and data-visualization tools licensed by the Library.

- **Data Curation Program**: second year providing consultations for faculty on data management plans; guidance on the standards and platforms by which data can be made more discoverable, releasable, and reusable. UC system pilot project for research data storage at the campus level

- $750,000 addition to the base budget to purchase and license monographs, serials, databases, and other information resources, along with some cost-saving measures the Library, will help maintain current purchasing power for several more years.
Office of CIO/ETS

• **UCPATH**: single payroll, benefits, HR and Academic Personnel solution the UC system

• **Electronic timekeeping**: Kronos to track hours worked and leave

• **Connect**: Google (G Suite for Education) email, calendaring, and collaboration services

• **Zoom**: remote work and collaboration with video conferencing tool

• **Cybersecurity**: Defense in depth from the edge of the network to attached devices
UCSB Employees Using Electronic Timekeeping (Kronos)
Connect

Migrated: 10450
In Queue: 7168
Total Accounts: 15942
Zoom

- July 2017 Meeting Count:
  - 90,247 Minutes.
  - 1665 Meetings.
Innovative Learning Technology Initiative (ILTI)

• Academic Senate faculty.
• Unit 18 Continuing Lecturers may submit proposals in collaboration with Senate PI’s.
• PI’s may submit as individual or team, department or undergraduate curriculum chair.
• ILTI will fund *hybrid courses*: courses that utilize online components, consistent with the goals and multi-campus dimension of the program.
• Commitment to offer course *five times in five years* during the academic year (previously three years).
Electronic ESCI

• Time to revisit previous discussions.
• Pilot department invitation.
• New wireless technology and ubiquitous personal devices: new possibilities for electronic ESCI’s in classroom.
• Environmental impact of paper evaluations.
• Enormous burden on staff.
• Time for new technology? New acronym?
• Time to rethink ESCI questions and evaluations?
Isla Vista

• Community Services District.
• IV Foot Patrol.
• Halloween on Tuesday this year.
Thank you.