

**University of California Academic Senate  
University Committee on Planning and Budget (UCPB)  
Minutes of Meeting  
August 4, 2009**

**I. Consent Calendar**

1. Approval of the August 4 2009 UCPB Agenda
2. Approval of the June 2, 2009 UCPB Minutes
3. Approval of the June 25, 2009 UCPB Conference Call Minutes

**Action:** UCPB approved the consent calendar.

**II. Announcements and Updates**

- o *UCPB Chair Patricia Conrad*

**Report:** Chair Conrad welcomed UCPB members to a special August meeting scheduled to help ensure members have current information about the budget and furlough plan. She summarized highlights of the July Academic Council meeting and other UC news of interest.

- Council voted unanimously to request that the Executive Vice President for Academic Affairs institute a systemwide standard of six furlough days assigned to days of instruction over the nine month academic calendar. Council also recommended that the EVP approve campus requests for changes to academic calendars, placing furloughs on up to 10 specified instructional days. Council also recognized the faculty's obligation to provide high quality instruction; recommended that learning objectives remain relatively constant in the face of the reductions and that faculty be permitted to design alternatives to promote this end; and recommended that the Senate, in tandem with the administration, commit to reexamining the definition, number, and character of days of instruction. (As background: UC's 146 instructional days exceeds most other comparison institutions and UC campuses differ from each other in how they define an instructional day). The President has not decided yet whether to adopt the recommendations.
- The Academic Council Special Committee on Laboratory Issues (ACSCOLI) met July 17. Each of the three national laboratory directors presented an overview of their strategic goals and plans, which is available on the Academic Senate website.
- Chair Conrad attended a meeting of the Global Health Task Force to discuss a proposed system-wide School of Global Health, which is now being restructured as a multi-campus institute intended to be entirely self-supporting through fees, external grant support, and fundraising. A report from the Task Force outlining the goals and guiding principles of the Institute and a proposed governance and structure will be submitted to the President.
- A group of UCSD department chairs recently proposed closing one or more UC campuses to address the budget crisis. Council responded with a statement strongly opposing stratification and supporting the concept of UC as one University.
- Council is sending Provost Pitts a compilation of comments from the Senate's evaluation of the external review of the Division of Agriculture and Natural Resources. Council also

passed a motion asking UCPB and UCORP to construct a series of queries to DANR regarding budgetary assessments to augment the review.

**Discussion:** The best argument for applying furloughs to instructional days is that the three components of faculty work – teaching, research, and service – should all be affected. Regarding the Institute of Global Health, one member questioned whether UC should be increasing its investment in one-year, non-research Master’s degrees.

Interim Provost Pitts noted that he will review the Senate’s comments and criticisms about DANR. It was noted that UCPB described the specific budgetary information it would like to see in program reviews in its October 2007 review of the California Institute for Telecommunications and Information Technology. In addition, Council’s [Policy on Receiving Estimates of Fiscal Impact](#) declares that all policies and proposals submitted to Council should include an estimate of fiscal impact and provides a template for doing so.

**Action:** UCPB will review its new charge regarding DANR next year.

### III. Budget Consultation with the Office of the President

#### o *Interim Provost Lawrence Pitts*

**Report:** Interim Provost Pitts said the Governor’s final budget plan contained no additional cuts to the University, but it does not exclude the possibility of additional mid-year reductions. California’s economic situation is not expected to improve and may deteriorate further next year. Faculty should inject themselves into campus budget discussions; in particular, Planning and Budget committee chairs should seek opportunities to work with the leadership on their campuses to develop sustainable budget plans that preserve UC quality. Administrators have been criticized for an unwillingness to make difficult choices, but many potential solutions, if they involve shrinking, eliminating, or combining academic programs, are in the Senate purview.

**Discussion:** Chair Conrad noted that UCPB opposes the use of furloughs and salary cuts as a long-term solution to the budget crisis in isolation without an accompanying comprehensive plan for maintaining UC quality that includes strategic alternatives for cutting expenses and raising revenues. The faculty have grave concerns that furloughs will be a starting point as campuses develop budgets unless UC places emphasis on making the furloughs one year only. The EVCs should develop a plan for closing the budget gap that does not include furloughs. UCPB must also consider how to contribute to the goal of limiting furloughs to one year.

One member noted that the Committee has requested and is waiting for data from UCOP regarding the growth of administrative salaries and FTE relative to faculty. Administration is one of the most obvious areas to consider for cuts. More generally, faculty are skeptical about UCOP’s budget numbers. Some question the fungibility of monies UCOP says are restricted, and others believe there are hidden reserves. Many people do not have access to all the facts, particularly the Total Remuneration Study, which UC should release in full detail. UCOP must strive continuously to do a better job of being transparent to improve its credibility.

Chair Croughan noted that Institutional Research Director Kathleen Dettman is aware of UCPB’s data request and will review the strategy for retrieving the information when she comes later in the day to speak with UCPB. Provost Pitts said UCOP’s budget data are all available in public

documents. The reserve accounts are public information and the chancellors are open to discussing the use of reserve funds when legally possible. The 20% cut to the UC budget represents a huge structural hole. UCOP needs advice from the Senate about where to find the shortfall currently being made up by salary cuts, as well their comments on the future funding model and structure of UC. UCOP will continue to consider how to improve the dissemination of data.

Provost Pitts said the faculty are the heart of UC, and the Office of Academic Personnel and the academic personnel directors are discussing ways to monitor the impact of salary cuts on faculty recruitment and retention. Recruitment and retention decisions traditionally are made at the chair and dean level; it will be important for the faculty to be closer to the heart of that work than they have been in the past and to develop best practices. The Provost's Budget Advisory Group will continue its work, and its input will be useful to the Commission on the Future of UC and its working groups.

There is no change to the plan to restart employee contributions to UCRP starting in April 2010. The plan is to redirect DC contributions, which are currently about 2% of most employees' salaries up to social security wage base and 4% after that.

Provost Pitts said he agrees with each of UCPB's Budget Planning Principles, but has been unable to transform them into something that can provide concrete guidance into a plan of action with a fiscal impact. It would be helpful to rank order the principles and put them in the form of a working document.

One member noted that UCPB should not get too distracted by salary cuts. It needs to keep an eye on the future and the big picture. UCOP should develop a plan that addresses short term planning options that do not involve salary cuts, a long term strategy for restructuring the funding model and a political strategy for restoring the Master Plan. UCOP should develop options for how to avoid another furlough and think more strategically.

#### **IV. Consultation with the Office of the President**

- *Vice President for Human Resources Dwaine Duckett*

In Executive Session, Vice President Duckett described the status of union negotiations over furloughs. He also discussed a joint initiative between the Office of Institutional Research and the Office of Human Resources to track recruitment and retention outcomes and other issues related to faculty talent. Members noted that UC should compare its recruitment and retention findings with data from at least the previous five years, if possible, perhaps using UCRP credit as a data element. UCOP should also collect data on the incoming classes of graduate students.

#### **V. Campus Reports: Implementation of Furloughs**

Members reported on emerging campus plans for implementing furloughs. Chair Croughan said the President will decide by Friday whether campuses will be allowed to apply the furlough days on instructional days.

**UCSC:** The Senate recommended that furloughs be taken on instructional days to make their impact visible; specifically, there should be a minimum of ten furlough days implemented

through campus closures including eight days of instruction and two non-instructional “student contact” days. The campus plans to release a set of options, including the Senate’s recommendation, ask for responses, and then arrive at a decision.

**UCD:** The Divisional Senate polled faculty on the question of applying furloughs to instructional days earlier in the summer; 81% voted in favor of the Academic Council’s position, which is 6 to 9 furlough days on instructional days. The Divisional Council meets this week to discuss implementation options.

**UCR:** The campus plans to implement ten campus-wide furlough days over the winter holiday and as an extension to other holiday periods. The Senate leadership passed a resolution supporting the Chancellor’s position against furloughs on instructional time, but after strong faculty opposition, decided to conduct a faculty-wide survey.

**UCM:** 91% of respondents to the Divisional Council’s faculty survey preferred a furlough option that would include reducing instructional days. The Council recommended shortening each semester by five days or ending classes a week early and implementing a reading period of five days at the end of each semester. The Council also encouraged faculty to meet the learning objectives of their courses regardless of the number of instructional days.

**UCSD:** The Senate is split on the question of using furloughs on instructional days. Some faculty believe it would be unfair to students and politically undesirable; others think it is important for UC to make a statement about the impact. Some faculty want to engage students in the decision-making process to see what is most acceptable and preferable to them.

**UCLA:** The Senate Executive Board meets Thursday. Some faculty are questioning HR language in which employees are said to “earn” a furlough. It may be more accurate to say that they accrue furlough credit over the 12-month calendar.

**UCSB:** The Budget Strategy Committee brings together faculty and administration leaders, staff, and students, and meets every two weeks. The current plan is to close the campus 2-3 days per quarter, although students are worried about the impact on the curriculum.

**UCI:** The Senate Cabinet endorsed the Committee on Planning and Budget’s view that furloughs should be applied on some instructional days; the impact should be campuswide; and they should be implemented on a specific schedule, similar to that proposed by UCSC. It was determined that it would not be possible to implement campus coordinated furloughs without affecting some instructional days.

**UCB:** Some faculty want to use furloughs days to march on Sacramento, hold “teach-ins”, and engage in other activist activities. The current campus plan is to use furloughs to extend vacation and holiday breaks. Berkeley may propose that faculty not teach in week 15, and may create a permanent reading period in week 15. (UCB has a 15-week semester when comparison institutions have a 12 or 13-week semester.)

**UCSF:** There is no uniform policy or position yet. The administration is recommending that ten furlough days be used to extend existing holiday periods. The Senate and faculty association are both recommending that furloughs be applied to visible instructional days.

The undergraduate student representative noted that students are split on the issue of instructional day furloughs. Some are happy about having fewer class days and others are concerned about paying higher fees but receiving less instruction.

**Discussion:** Chair Croughan said the President has the authority to waive APM 025, which addresses Conflict of Commitment, to allow faculty to earn outside income this year. He also has the authority to allow or disallow furloughs on instructional days. She said the Commission on the Future will be looking at the definition of instructional days and whether they should include “reading days,” and the possibility of moving all campuses to a common calendar.

Members expressed concerns about possible liability issues for faculty who work on furlough days, which are supposed to represent a mandatory cession of all activities. Many faculty and staff do research on weekends, holidays, and long past regular hours. Should staff who work in a lab or office that is affected by (partial) campus closure or coordinated furloughs come to work despite the furlough, they might not be covered for insurance purposes. Those who do not abide by the furlough should not be penalized by losing, for example, workman’s comp or accident liability coverage. There was disappointment at what one member termed a failure of leadership in not considering details like the liability issues sooner. Also, some campuses make arrangements to accommodate students who have nowhere to go over the holidays if the campus dorms close when the campus closes. There will be additional costs if dorms close earlier.

UC has to look beyond the present. Creating more alignment and standardization across campuses in academic calendars and instructional days is one tangible way to re-envision the future. The reduction of hiring will impact the availability of faculty to teach. UC has to think about how to sustain teaching responsibilities at a time when their research capacity is threatened by the 20% cut. It was noted that no merit case will expect faculty to perform less of their research requirement because of the furlough. The real loser may be service, particularly Senate service, although Chair Croughan said she has heard from faculty who are interested in using furlough days for Senate service.

## **VI. UCPB Budget Principles**

**Issue:** Interim Provost Pitts asked UCPB to prioritize the UCPB-drafted Council-endorsed Budget Principles and, if possible, transform them into a working document to aid planning discussions at UCOP and in the working groups of the UC Commission on the Future—particularly to help provide guidance in actions with a fiscal impact.

**Discussion:** UCPB decided to re-order and re-categorize the Principles to emphasize those related to educational and research quality (old Principles 3, 4, 5); followed by those related to the need to address short term budget cuts (old 6, 7, 8, and 9); the need to secure future funding (old 2 and 10); and the need to preserve shared governance in leadership and decision making (old 1 and 11).

The most important principles are 3, 4, and 5 relating to quality. Defining “quality” precisely is a difficult task, but it is clear that without quality faculty, there is no chance for UC to remain a quality institution. Maintaining the quality of the faculty then should be UC’s fundamental objective as it considers decisions about how to cut costs while preserving the quality of the academic enterprise. The emphasis on quality, however, should not be interpreted as a call for UC to invest more of its diminishing resources in the “top tier” of UC campuses – to the detriment of less developed campuses. Stratification should not be an option.

It was suggested that UCPB revise the Principles in light of the different circumstances in which UC finds itself now relative to May when the document was approved by the Academic Council, although some members did not want to change the principles, and it was unclear to some how the reorganized principles would help provide specific guidance to UCOP.

Although UCPB does not know which specific budget cutting options are on the table, the Principles make clear that layoffs and other means of shrinking the University are acceptable options, because continuing furloughs would not be consistent with maintaining quality.

One member said if UC is serious about setting priorities it must confront the reality that tradeoffs will be necessary or average quality will decline overall. When Yale faced a budget crisis in the 1990s it decided to focus resources on a few select departments and establish “centers of excellence.” UC should consider this path.

**Action:** Susan Gillman, Joe Bristow, Peter Krapp, and Jim Chalfant will draft a document with the help of Analyst LaBriola.

## **VII. Consultation with UCOP**

- o *Kathleen Dettman, Director of Institutional Research*
- o *Shelley Dommer, Institutional Research Content Director*

**Issue:** UCOP guests joined the meeting to discuss the new Decision Support System (DSS). UCPB also asked for an update on the Committee’s request for data on the growth of administrative FTE and salaries over time compared to faculty.

**Report:** Director Dettman said DSS is a new data repository intended to support decision-making at UCOP and on the campuses. It will provide authorized users with direct access to integrated data from UC’s major administrative systems and external sources in a more efficient, cost effective way. It will be highly interactive and allow users to run queries, compare and validate data, and generate visualization aids on their own via the Internet. Public data will be purely aggregated, and data security will be a high priority and appropriate to users’ functional areas and business needs. The first phase of the project will incorporate campus payroll and personnel information into the DSS with a goal of providing access to usable reports in six months. Phase 2 will focus on admissions data.

Director Dettman said the Office of Institutional Research’s (OIR) first priority has been the implementation of furloughs, but UCPB’s request for data on SMG salary and growth is at the top of the queue. She will return with a detailed report by October and is willing to meet with committee members before then to discuss the data request if deemed necessary.

**Discussion:** The data request should be defined as the rate of increase of SMG positions on each campus and at UCOP compared to ladder rank faculty, other staff categories, and students, as well as changes to the salary of those positions over time. Maximum transparency is essential. UCOP should distinguish the MSP positions used for clinical purposes, which are often used for short-term recruitment, and may make administrative numbers look artificially bloated. The rise in federal reporting requirements is sometimes given as a reason for the growth, and the number of highly paid staff is compounded by the support staff they inevitably hire.

Chair Croughan noted that the OIR has been responsive to the Senate. UCPB should consider whether there are reports it would like the OIR to produce recurrently. Director Dettman also encouraged UCPB to consider what data reports it requires and what questions it needs answered.

### **VIII. UC Commission on the Future**

**Issue/Report:** UCPB discussed its role and the role of the Senate in Regent Gould's UC Commission on the Future. Chair Croughan said the Senate will have a key role on the Commission. Its steering committee will include the Senate chair and vice chair and other faculty members, but the majority of the work will be accomplished in working groups, which will include primarily Senate and non-Senate faculty, as well as students, staff, alumni, higher education experts, and partners from CSU and CCC. These working groups will address topics including, but not limited to, the size and shape of UC, education and curriculum, access and affordability, funding strategies, and research. The goal is to articulate a creative new strategic vision for UC's future while maintaining UC's hallmark characteristics of academic excellence, research leadership, and accessibility and affordability. The Senate has requested the appointment of additional faculty to the Commission, including those from humanities and social science fields and campuses not currently represented. Many UCPB members will be invited to participate in the working groups. The Senate will review everything that comes out of the Commission and the associated working groups.

**Action:** Faculty interested in volunteering for a working group should contact Mary Croughan.

The meeting adjourned at 4:00 pm  
Minutes prepared by Michael LaBriola  
Attest: Patricia Conrad