EXECUTIVE SUMMARY

Purpose of the Council: To initiate, coordinate and implement academic planning that promotes the quality and diversity of the academic experience; provide advice on the campus budget, capital planning and allocations of resources and space.

Highlights:

- Council participated in the academic program review of four academic units.
- Council studied FTE plans from each department and college/division, met with the Deans about their unit’s FTE needs, and made recommendations to the Executive Vice Chancellor about new FTE allocations.
- Council reviewed several campus-specific proposals, including proposals to establish new centers and new degree programs.
- Council considered 13 requests for Academic search waivers (formerly, Exceptions to Open Recruitment) and one request for an interdepartmental FTE transfer.
- Council reviewed eight proposals to establish endowed chairs.
I. Overview

The Council on Planning & Budget (CPB) met for 21 regularly scheduled sessions (six in fall, seven in winter, and eight in spring).

CPB’s agendas typically included the following items:
- Academic program reviews
- Review of campus issues (proposed centers, policies, procedures, reports, etc.)
- Review of systemwide issues (reports, proposals, etc.)
- Review of departmental and college/division FTE plans
- Consultations with Deans and other University administrators
- Requests for faculty recruitment Search Waivers
- Endowed chair proposals

II. Academic Program Reviews

CPB participated in the academic program review of four academic units:

1. Department of Chicana & Chicano Studies
2. Department of History
3. Interdepartmental Graduate Program in Marine Science
4. Department of Mechanical Engineering

Initial reviews of these units were first conducted by CPB’s respective area subcommittee: Engineering (Mechanical Engineering); Humanities & Fine Arts/Creative Studies (History); Mathematical, Life, & Physical Sciences/Bren (Marine Science); and Social Sciences/Education (Chicana/Chicano Studies). As per the review procedures, in fall quarter CPB reviewed the data notebooks and submitted a list of suggested questions to the Program Review Panel (PRP) for consideration by the respective External Review Committee (ERC). In winter quarter the CPB chair (or designate) attended a luncheon with the External Review Committee. In spring quarter, CPB reviewed each of the ERC reports and department responses and provided further comments.

When asked to provide recommendations for the PRP reviews for 2018-19, CPB suggested the following units for review (in priority order):

<table>
<thead>
<tr>
<th>Department / Unit</th>
<th>Last Review</th>
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<tbody>
<tr>
<td>1. Writing Program</td>
<td>2006-07</td>
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<td>2. Economics</td>
<td>2008-09</td>
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<tr>
<td>3. Mathematics</td>
<td>2008-09</td>
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<td>4. Cluster review:</td>
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<td>• German &amp; Slavic Studies</td>
<td>2008-09</td>
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<td>• French &amp; Italian</td>
<td>2008-09</td>
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<tr>
<td>• Comparative Literature</td>
<td>2008-09</td>
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In addition, CPB also recommended that the following units be considered for an internal review:

- Latin American & Iberian Studies
- Exercise & Sport Studies
- Military Science

**Response:** Five academic units were selected to be reviewed for the 2018-19 cycle: Department of Chemical Engineering; Department of Ecology, Evolution, & Marine Biology (EEMB); Media Arts & Technology Program; Department of Molecular, Cellular, & Developmental Biology (MCDB); and the Writing Program. Four units had previously been selected for review in 2017-18: Education; English; Global Studies; and Physics.

### III. Academic Search Waivers and FTE Transfers

In November 2015, a revision of UCSB’s *Campus Policies & Procedures on Academic Personnel* (section VII-1 of the “Red Binder”) changed “Exceptions to Open Recruitment” (EORs) to “Search Waivers.” Under the current policy, departments may request an open recruitment search waiver for three reasons, in the absence of an approved FTE or an existing open search: 1) the hire of a spouse or domestic partner in order to hire or retain a Senate faculty member; 2) an “exceptional opportunity” to hire “an individual who has qualifications that are so uniquely outstanding as to justify the waiver...” or 3) for a President’s Postdoctoral Fellowship recipient.

CPB reviewed 13 requests for search waivers from the following departments: Black Studies / Feminist Studies, Economics, English, Chemical Engineering, Computer Science, Electrical & Computer Engineering, Environmental Studies, Mathematics, Mechanical Engineering, and Physics. The Council supported 11 of the requests, offered its qualified support of the joint request from Feminist Studies / Black Studies, and withheld its support for the request from Mathematics. Of these, five were for partner hires, four were based on exceptional opportunities, one was for a President’s Postdoctoral Fellow, and three were to make a second offer from one open search. The EVC approved all of the requests except the one from Mathematics. Requests for a second offer from an open search were considered an administrative review when the department or Dean already had another FTE that had been approved to use for the appointment; and in those instances, CPB was notified but not consulted.

CPB reviewed one request for an interdepartmental FTE transfer, to permanently transfer .25 FTE from the Department of Black Studies to the Department of Sociology. CPB endorsed the request.

### IV. Review of Endowed Chair Proposals

In accordance with UCSB’s *Policy on Endowed Chairs*, CPB was consulted on eight endowed chair proposals, regarding the appropriateness of the proposed subject areas and the conformity with the academic mission of our campus. Council reviewed the eight endowed chair proposals and submitted final recommendations to the Executive Vice Chancellor via the Office of Academic Personnel:
1. **Feinberg Chair in Theoretical Physics**: The Carl P. Feinberg Endowed Chair in the Kavli Institute for Theoretical Physics (KITP) would be established through a gift of $1.2 million and would be administered by the Director of KITP to support a faculty position in order to promote “scholarly activities including, but not limited to, new initiatives and programs, public outreach and research that will enhance the reputation and stature of KITP....”

2. **Gerngross Chair in Computer Science**: The John & Eileen Gerngross Endowed Chair in Computer Science would be established by a gift of $250,000 from Mr. John E. Gerngross, with a matching gift of $250,000 from Klaus Schauser, for a total of $500,000.

3. **La Kretz Center Administrative Endowed Chair**: The La Kretz Chair at Sedgwick Reserve is an administrative endowed chair to be established by a gift of $1 million from Linda Duttenhaver and her father, Morton La Kretz.

4. **Mehrabian Chair in Engineering**: The Mehrabian Endowed Chair in Engineering would be endowed by a generous gift of $500,000 from Robert and Victoria Mehrabian. The Mehrabian Chair would support a faculty position with a majority appointment within the College of Engineering and be administered by the Dean of the College of Engineering, with a term of the appointment for a five year period.

5. **Mehrabian Chair in Materials**: The Mehrabian Endowed Chair in Materials would be endowed by a generous gift of $500,000 from Robert and Victoria Mehrabian.

6. **Norris Presidential Chair in Earth Science**: The Robert M. Norris Presidential Chair in Earth Science would be established with a combination of gifts from the Helen & Will Webster Foundation, Professor Doug Burbank, and other donors to the UC Santa Barbara Foundation in the amount of $500,000, and matched in an equal amount by the Presidential Match for Endowed Chairs fund.

7. **North Hall Chair III in Linguistics**: The North Hall Chair III in Linguistics would be endowed with a campus commitment of $500,000 along with the potential for additional gift funds for naming rights to the endowed chair. This is the third of four North Hall Chairs created “to acknowledge the crucial role that Black students played through the very effective takeover of North Hall in 1968 that led to the establishment of the Black Studies Department and the Center for Black Studies.”

8. **Troxel Family Chair in Theoretical Physics**: The Troxel Family Chair in Theoretical Physics would be endowed by an extremely generous gift of $1 million from Douglas and Deborah Troxel, and support UCSB’s program in Theoretical Physics.

V. Review of Campus Issues

The Council on Planning & Budget participated in reviews of the following campus issues during the 2016-17 academic year.
FTE Planning

The Council on Planning & Budget was consulted by the Executive Vice Chancellor for its recommendations on academic positions (“FTEs” = Full-Time Equivalent appointments). In an attempt to receive consistent information from the Deans to help facilitate the FTE review process, CPB submitted a memo in November to Executive Vice Chancellor David Marshall with suggestions for information to be included in FTE plans. The EVC’s call for academic FTE plans was sent to the Deans in December, and it included an appended list of guidelines which incorporated feedback from CPB. Departmental and Deans’ FTE plans were made available to CPB in spring quarter. CPB spent a great deal of time in winter and spring quarters consulting with Deans regarding their visions for their college / division. CPB reviewed the departmental and Deans’ FTE plans from the three divisions of the College of Letters & Science; the College of Creative Studies; the Gevirtz Graduate School of Education; the College of Engineering; and the Bren School of Environmental Science & Management.

Specific recommendations resulted from extensive discussions over spring quarter, beginning with the various subcommittees, and then moving into integrated discussions of the whole Council. The Council considered individual requests from the departments and programs, the recommendations of the Deans, and the collective knowledge base of the members of CPB (in which members were careful not to advocate for individual departments and divisions). CPB’s deliberations culminated in recommendations to the EVC of ranked lists of FTEs within each college/division (see memo of June 23, 2017), although CPB did not offer a ranking across the divisions. Based upon either compelling department requests and/ or synergies across programs, and in some cases overwhelming student demand, in a handful of cases council’s recommendations moderately revised the order of Deans’ recommendations. Keeping in mind that each field has different research and teaching practices, CPB seeks to balance the support of our research excellence with the strengths of our liberal arts program for our students across all areas of campus.

Bioengineering B.S. Degree and Administrative Program

In February, CPB reviewed a proposal to create a B.S. degree in Bioengineering and establish an associated administrative program. CPB acknowledged numerous benefits to the campus that would result from the creation of this Program, including the educational benefits of the major as well as the nucleation of our broader bioengineering efforts toward the formation of a Department. CPB recognizes the many positive aspects of the proposal that leverage existing campus resources such as broad faculty interest, the new Bioengineering building, and the Center for Bioengineering (CBE). Members of the Council also recognize that the formalization of the Bioengineering Program might also eventually help to resolve long-standing issues with the BioMolecular Science & Engineering Program (BMSE) that were brought up in its latest external review.

Overall CPB found the proposal well-justified and bioengineering an important area for expanding scholarship and instruction for the campus. While CPB was excited by the potential of campus and programmatic growth, the resource intensiveness of the proposal raised a host
of planning and budgetary issues that require consideration prior to a campus investment of this magnitude. CPB recognized that many of these considerations are beyond the control of the proponents and as such structured its response so as to identify the audience to the comments were targeted: EVC, Dean of the College of Engineering, Dean of Mathematical, Life, & Physical Sciences (MLPS), or the proponents of the proposal.

College of Creative Studies BA degree in Marine Science

In March, CPB reviewed a proposal from the College of Creative Studies (CCS) to establish a BA Degree in Marine Science. CPB initially discussed this proposal in January, at which point the Council had questions about the teaching load of the lecturers in CCS. CPB has completed its review after receiving more information from Interim Dean Foltz. CPB supported the creation of the new major, but expressed concerns regarding the issue of resources.

CPB found the proposal to be academically sound and congruent with the academic plan of the college. The proposed major is solid and will be attractive, especially given the strength of UCSB in Marine Science. Based upon the requirements and advising approach of other CCS majors, this comprehensive plan is well thought-out. Making available an “interdisciplinary oceanic education” comes at a very opportune moment and will enhance our campus' profile in this critical area. The resource request seemed in line with the CCS norm; and CPB agreed that as long as the campus has the resources to expand CCS, this is a great direction to move.

While Council supported this proposal, CPB offered several comments and concerns which should be addressed before the major is given its final approval by the campus. First, given the proposal's very strong emphasis on oceans and the environment, CPB questioned why Bren and the Environmental Studies Program did not figure more prominently in participation in the proposed major. CPB agreed with the recommendation of Dean Wiltzius that these two units should be asked to comment on the proposal, either offering their endorsement or not. Second, CPB noted that the cognate department for the second half of the proposed lecturer (LPSOE) is undetermined; presumably, this is because of the need for flexibility in hiring. However, CPB suggested the workload should be examined carefully at the outset to make sure that the demands of the cognate department on the 50% time do not overwhelm the new hire. Lastly, Council expressed concerns regarding the potential for impacted courses (particularly computer science) within other departments and suggested that it would be worth exploring whether it would be possible to organize the hire in a way that the LPSOE would teach some IGPMS linked classes on a regular basis in the cognate department.

Draft 2016 Climate Action Plan (CAP)

In November, CPB reviewed the draft 2016 Climate Action Plan (revised November 8, 2016). CPB was pleased to see that UCSB would be making a substantive effort to reduce greenhouse gases through its implementation of the revised Climate Action Plan (CAP). The update of the 2012 plan to meet President Napolitano’s 2014 commitment that UC will become carbon neutral by 2025 is a challenging goal that will require all UCSB stakeholders to collaborate closely in the planning process and in implementation.

CPB recognized that the Climate Action Plan is only a framework upon which to build and that further details need to be developed. However, there were several areas where CPB felt that
the current lack of specificity is quite problematic and needs to be made explicit before the CAP details can be developed. In addition, the process by which decisions are made and the metrics that will be used need to be open, thoroughly vetted by all constituents, and more fully researched. In particular, CPB expressed concern about the following three aspects of the financial plan: 1) the plan’s financing and the proposed Green Revolving Fund (GRF); 2) the possible “carbon tax” that could be levied on departments and other financial units; and 3) the purchase of carbon offsets which could potentially represent 50% of UCSB’s greenhouse gas reduction. The Council also proposed a number of suggestions for consideration by those who prepare the next details for CAP implementation.

**Review of Campus Design & Construction Services**

In October, CPB was pleased to learn that an external review of UCSB’s Campus Design & Construction Services would be taking place. Council wrote to Marc Fisher, Vice Chancellor for Administrative Services, requesting participation in the review by including a member of CPB appointed to the Campus Review Team. In response, members of CPB and other faculty were invited to participate in a faculty panel to meet with the external reviewers.

**VI. Systemwide Reviews**

The Council on Planning & Budget participated in the following systemwide reviews during the 2016-17 term:

**Revisions to the Academic Personnel Manual (APM) and Senate Bylaws**

1. **APM 015 & 016 and Senate Bylaw 336.** In October, CPB reviewed the proposed revisions to Sections 015 and 016 of the Academic Personnel Manual (APM) regarding the Faculty Code of Conduct, and Senate Bylaw 336, regarding privilege and tenure hearings. CPB had no objections to the proposed changes. CPB did not opine during the second round of review of Bylaw 336 in spring quarter.

2. **APM 190, Appendix G Retirement.** In October, the Council also reviewed the proposed changes to the Academic Personnel Manual (APM), Section 190, Appendix G on retirement contributions for summer salaries. CPB reiterated the reservations about the changes to the retirement system for new hires that were voiced last year. However, given these changes, CPB had no concerns about the proposed revisions to APM – 190, Appendix G.

3. **Proposed revisions to LSOE series in APM.** In spring quarter, CPB reviewed proposed revisions to the Academic Personnel Manual (APM) which would make changes to the Lecturer with Security of Employment (LSOE) series. The proposed revisions are in the following sections: 285; 210-3; 133-O-B; and 740. CPB fully supported the proposed changes in title to the “Teaching Professor” series, agreeing that this would be a desirable improvement to the nomenclature, thereby making it easier to recruit excellent lecturers. However, CPB was firmly against the proposed changes to APM 210-3-d-2, which would revise the Professional Achievement and Activity criteria for evaluating lecturers in privilege and tenure cases. In CPB’s estimate, the proposed
changes were incompatible with the shared understanding (by current lecturers as well as the overall faculty) of the role and responsibilities of Senate lecturers, and CPB asked that the current language in APM 210-3-d-2 be retained.

4. **Senate Bylaw 182: International Education.** In October, CPB reviewed the proposed revisions to Senate Bylaw 182. CPB had no objections to the proposed changes.

**International Activities Policy**

In October, CPB reviewed the draft Presidential Policy on International Activities. CPB had no objections to the proposed policy.

**Regents Policy 3103 & 3104: Professional Degree Supplemental Tuition (PDST)**

In January, CPB reviewed the proposed revisions to Regents Policy 3103 & 3104 regarding Professional Degree Supplemental Tuition (PDST). The proposed revised policy would incorporate Regents Policy 3104 (Principles Underlying the Determination of Fees for Students of Professional Degree Programs) into a revision of Regents Policy 3103 (Policy on Professional Degree Supplemental Tuition).

Since our campus has only one program covered by this policy, CPB felt this would have little to no impact on UCSB’s financial picture. Nonetheless, CPB commented that PDST programs are critical to all of UC’s professional schools (medical, dental, nursing, law, business, etc.) and have a significant financial impact the UC system as a whole. CPB believed this policy change is by-and-large a good one with reasonable expectations/protections for return-to-aid for lower income students. While CPB also agreed with the allowance for Regental approval of a multi-year plan for graduate professional degree programs charging PDST, the Council suggested that the time frame for “multi-year plan” should be more specific.

**Travel Regulations: Business & Financial Bulletin, Section G-28**

In January, CPB reviewed the proposed revisions to the Presidential Policy on travel regulations: Business & Financial Bulletin, Section G-28. CPB had no objections to the proposed changes.

**VII. Committees**

The Council has three standing committees:

- Committee on Academic Planning & Resource Allocation (CAPRA)
- Committee on Development & Community Relations
- Committee on Capital & Space Planning

Committee business was conducted primarily by email. Issues were delegated to the appropriate committees for prior review, and recommendations were then forwarded to the full Council for deliberation.

The principal issues under review by CPB were spearheaded by CAPRA. These included systemwide reports and reviews, as well as many of the local issues under review. The
Committee on Development & Community Relations conducted a preliminary review of endowed chair proposals.

The Council also continued a tradition of four ad hoc “area subcommittees,” based on colleges and divisions:

- Social Sciences and Education
- MLPS and Bren
- HFA and Creative Studies
- Engineering

The area subcommittees primarily were tasked with conducting preliminary analyses of the academic program reviews. In addition, Academic search waiver requests were first sent to the respective area subcommittee for initial consideration and a recommendation to the full Council. Finally, the subcommittees took the lead in developing the respective parts of the overall FTE recommendations for 2016-18, presenting recommendations for full Council discussion.

VIII. Council Representation

The Council Chair served as a member of the Academic Senate Executive Committee, as Vice Chair of the Campus Planning Committee, as a member of the Chancellor’s Coordinating Committee on Budget Strategy, and as a member of the Risk Assessment/Audit Committee. The CPB chair along with a designate of the Committee on Development & Community Relations served as Trustees of the UCSB Foundation.

CPB Chair also participated in a number of interviews of candidates for Deanships; CPB Vice-Chair participated in the search for a new campus Budget Director. CPB Chair made a presentation to the Undergraduate Council concerning the decision-making process of FTE allocation. A CPB member served on the Ad Astra Platinum Analytics Steering Committee organized by the Registrar concerning implementation of the new system. A representative of the Committee on Capital & Space Planning was invited to attend meetings of the Campus Planning Committee.

IX. CPB Relationship with University Committee on Planning & Budget (UCPB)

CPB Chair served as the UCSB representative on UCPB and regularly reported on UCPB business conducted at the monthly meetings in Oakland, soliciting comments from council members on pending UCPB issues.

X. Coordination with the Administration

The Council on Planning & Budget consulted with several members of the Administration during the 2016-17 term, including: the Executive Vice Chancellor; Assistant Chancellor for Budget & Planning; Director of Capital Development; Associate Vice Chancellor for Development; the Deans of the College of Letters & Science; Interim Co-Deans of the Gevirtz Graduate School of Education; Dean of the College of Creative Studies; and Dean of the College of Engineering.
The Council Chair and Vice Chair held regular (monthly) consultations with EVC David Marshall. These meetings provided an opportunity to discuss issues and concerns informally and play an effective role in shared governance.

The Council engaged in several informative discussions with Acting Assistant Chancellor for Budget and Planning Chuck Haines concerning UCSB’s budget, and particularly the assessment and distribution of the Facilities and Administrative (overhead) fees to grants.

Capital Planning

The CPB Chair served as a Vice Chair of the Campus Planning Committee (CPC), which reviewed or discussed several issues and projects this year:

- A 10-Year Capital Financial Plan has not been reviewed by CPB in several years, although a presentation of the plan was shared at the January meeting of the Campus Planning Committee (CPC). Capital projects presentations by the Deans will be made to CPC over the course of next year:
  - September: Student Affairs and HFA
  - October: College of Creative Studies and Administrative Services
  - November: Engineering and Intercollegiate Athletics
  - January: MLPS and Social Sciences
  - February: Gevirtz Graduate School of Education and Bren School of Environmental Management
- In October, Acting Vice Chancellor for Budget Chuck Haines gave a presentation on the new recharge rate proposal of Design & Construction Services.
- CPC discussed a Preliminary Project Proposal (PPP) for the Classroom Building/Music Seismic Correction Project and recommended to the Chancellor to approve and proceed to architecture selection and Detailed Project Programming (DPP) phase. The project will address seismic deficiencies in the Music Building by demolishing the 2-story north wing and 1-story east wing of the complex, and construct a new Classroom Building within the Music Building complex.
- The Chancellor’s Sustainability Committee reported to CPC on the Climate Action Plan in January.
- In May, CPC received and approved the Photovoltaic Power Purchase Agreement (PPA) Update. Three of the original six solar sites included in the project have been built and commissioned (Robertson Gym, San Clemente Parking Structure, Parking Lot 38). One site is currently under construction (Mesa Parking Structure). Another site will commence construction this summer (Parking Structure II/Lot 10), and a sixth site was removed from the project due to structural limitations (Events Center). Several replacement sites for the Events Center are under evaluation.
- In July, CPC recommended moving forward with the detailed project proposal for the Physics Building, which includes 64,000 ASF and underground labs at an estimated cost of $150 million, sited to the northwest of Brioda Hall with a basement that extends under the campus green.
- Also in July, CPC discussed the schematic designs for Henley Hall (Institute for Energy Efficiency), to be sited on the eastern portion of Parking Lot 12, north of Phelps Hall, and west of Building 451 (Military Science).
XI. Carry-Over Issues

Issues that CPB and UCPB should expect to revisit in the coming year include the following:

- The role of the professional researcher series (and whether they should be Academic Senate members)
- Campus-wide academic strategic plan
- Classroom building
- Employee pensions and retiree health benefits
- State-mandated enrollment surge
- Non-resident enrollment
- State audit of the UC and follow-up measures
- Allocation of Facilities and Administration assessments on grants

Council Membership:

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<tr>
<th>Ann Jensen Adams</th>
<th>CPB Chair and UCPB Rep</th>
<th>History of Art &amp; Architecture</th>
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<tr>
<td>B. S. Manjunath</td>
<td>Vice Chair</td>
<td>Electrical &amp; Computer Engineering</td>
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<td>Tamara Afifi</td>
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<td>Kathleen Bruhn</td>
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<td>Jean-Pierre Fouque</td>
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<td>Statistics &amp; Applied Probability</td>
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<td>Harry (Ted) Frech</td>
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<td>Konstadinos (Kostas) Goulias</td>
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<td>Songi Han</td>
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<td>William (Bill) Jacob</td>
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<td>Brenda Major</td>
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<td>William Robinson</td>
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<td>Christina (Naomi) Tague</td>
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<td>Ann Taves</td>
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<td>Religious Studies</td>
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<tr>
<td>David Valentine</td>
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<td>Earth Science</td>
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<tr>
<td>Robert L. Koegel</td>
<td>(fall only)</td>
<td>Counseling, Clinical, &amp; School Psychology</td>
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A final note from the Chair

CPB has worked together well and collegially as we have discussed and made recommendations on a wide variety of campus issues, with those concerning the student surge and FTE this academic year. This year we provided input to the EVC about the kinds of information which would facilitate our role in FTE planning, and we look forward to further conversations on this subject. We appreciate the Senate and Administration’s openness to discussion, and responsiveness to our input.
In the CPB Annual Report of September 2015, and again September 2016, CPB Chair Joshua Schimel noted CPB’s concern that the Council participate in a larger campus-wide discussion about both planning, and budget. The Chancellor’s Coordinating Committee on Budget Strategy on which the Chair of CPB sits is one such positive development. We look forward to more extensive Senate discussions of these issues, particularly as we struggle with increasing enrollments and diminished state resources. One sub-area about which he have started discussions with the administration is in the allocation of Facilities and Administration rates and assessments (grant overhead); this is an area which we will continue to investigate this coming academic year.