

UC SANTA CRUZ

TWO-YEAR GOALS STATEMENT

DECEMBER 2008

This two-year goals statement, requested by President Yudof in October 2008, is designed to identify and contextualize campus goals for 2008-09 and 2009-10 for the President and The Regents. As requested, it is structured in three sections:

- Section I: Summary of campus long-range goals;
- Section II: Statement of near-term (two-year) priorities; and
- Section III: Contributions to and role of systemwide initiatives.

The goals and priorities articulated in the campus's two-year statement represent UC Santa Cruz's aspirations based upon the vision elements of the *Strategic Academic Plan*; and the actions described comprise near-term investments to continue the momentum of our academic programs and lay the foundation for success.

The prospect of a sustained downturn in the State's economic health—including the seriousness of mid-year cuts UC is facing during 2008-09—will force the campus to reassess how quickly we can make progress toward the goals articulated in our *Strategic Academic Plan*. Furthermore, the current fiscal environment will require that the campus consider selectively reducing investment in academic and academic support programs, curtailing enrollments, and delaying faculty recruitments in some disciplines—while recognizing that such decisions will weigh heavily on our ability to move forward and sustain our progress.

Should the fiscal situation continue to deteriorate, a primary emphasis for campus two-year efforts will be the process of restructuring as we seek to create a sustainable campus on a smaller State budget that is positioned to move forward aggressively as the economy improves.

A VISION FOR THE FUTURE

“UC Santa Cruz strives to serve California as a top-ranked research university and the leading institution for the education of students—fostering a culture of excellence, inquiry, creativity, diversity, and public service in developing solutions to the world's most critical challenges.”

— George Blumenthal, September 2007

The campus's *Strategic Academic Plan* (<http://planning.ucsc.edu/acadplan/docs/AcadPlan.asp>) articulates a vision, a set of principles, and our strategies to promote academic excellence within a diverse community

of scholars and learners. We are confident that Santa Cruz will lead in the development of new disciplines, advances in established disciplines, and in new lines of collaboration between disciplines by its receptivity to creativity and innovation based in rigorous scholarly activity. We celebrate the diversity of our students, faculty, and staff and value their differing perspectives and contributions recognizing that this diversity will help us prepare the individuals who will innovate, serve humanity, and tackle challenges facing society and our world.

With recognized centers of excellence and a track record for uniquely defining the undergraduate experience, the campus is poised to move forward in developing and promoting new areas of scholarship and in equipping students with the knowledge and intellectual tools to prepare them for the world in which they will live and work. Our near-term goals are designed to sustain the forward momentum of our academic programs and to lay the foundation for success—even during this difficult fiscal environment in which State allocations did not recognize workload increases let alone invest in UC's future.

SECTION I: SUMMARY OF CAMPUS LONG-RANGE GOALS

The UC Santa Cruz mission is to provide a comprehensive education for undergraduate and graduate students in focused, high-quality programs. The combination of research and teaching links faculty and students in a partnership dedicated to independent, critical thinking, active understanding, creativity, and social responsibility. We believe that disciplinary excellence provides the surest basis for interdisciplinary collaboration that is responsive to the needs of current and future students as well as to a multiethnic and global society.

In fostering the mission of the University of California and in fulfilling the campus vision, UC Santa Cruz will enhance its achievements in creating knowledge and promoting understanding by building programs to maximize the impact we will have in these areas and facilitate the collaborations of departments and programs in providing research and educational opportunities. UC Santa Cruz will realize this vision by strategically building its core disciplines while forging new directions of exploration where those disciplines intersect:

- Cross Cultural Initiatives
- Environmental Science and Policy
- Human Health Initiatives
- Public Documentation and Communication
- Technological Development and Societal Impacts
- Transnationalism and Globalization

Over the coming years, we plan to utilize this strong foundation, emphasizing programs for which there are growing societal needs and the potential for academic excellence.

It is essential that we recruit and retain first-class faculty representing a diversity of backgrounds and perspectives, provide them with facilities to enable their research to flourish, and connect them with colleagues with whom they can expand the significance of their work. Our graduates must be ready to

Strategic Academic Plan Vision

- UCSC must be an **outstanding research university** with an **uncommon commitment to high-quality undergraduate and graduate education**.
- UCSC will **serve the people** of the region, the state, and the world by the engagement, development, and application of knowledge.
- A UCSC education will enable our students to become **tomorrow's leaders and lifelong learners**.
- UCSC will attract, retain, and advance a **diverse student body, faculty, and staff** from many different communities in the state, nation, and world.
- UCSC will commit itself to **high-quality production and transmission of knowledge** across all disciplines.
- UCSC will plan its growth and development with attention to **sustainability** and in consultation with the larger external community.

step into their place as active and engaged citizens and our academic mission is to provide them the means to develop these abilities.

Goals

In realizing the vision elements of the *Strategic Academic Plan*, the campus has set out broad goals, priorities, and strategies in the basics of its mission.

We recognize that we will be challenged in the current fiscal environment. Despite difficult times, the campus is committed to sustaining progress toward the broad goals in our plan and, while continuing to think boldly, we will be realistic in the interim goals we set along our pathway. Accordingly, we have articulated six near-term planning foci in which we believe we can make sustainable progress in order to position ourselves to move forward aggressively as the economy improves.

- **Research and Scholarly/Creative Activity.** As a member of the UC system, UCSC is a vibrant, interactive scholarly community. With the mission to generate new knowledge, we must further the development of our faculty and the support for their research through strategic use of available resources.

To achieve this goal, deans and departments will identify areas for investment within their disciplines in which they can excel, maximize their contribution to meeting societal needs, and generate those exciting agendas that attract extramural support. The campus will facilitate cross-disciplinary collaborations so that the foci existing in different units can be linked in dynamic and productive ways and will expand the research infrastructure to enhance the ability of, and provide new opportunities for, faculty to increasingly identify and secure external funding.

- **Graduate Education.** Over the next five years, UCSC aims to enroll more graduate students and prepare them to address the needs of California, the nation and the world. The bulk of these enrollments will be doctoral students (growing to 10-12% of total enrollment) with the remainder being made up by students in professional and terminal masters degree programs.

The campus will achieve this by engaging all interested faculty in graduate education and by developing new graduate and professional programs in which there is clear potential for excellence and clear engagement with critical societal needs. The requisite graduate student support will be generated through increased extramural funding as well as additional campus investment.

- **Undergraduate Education.** UCSC seeks to become the campus of choice for students across the State, recognized for producing graduates with a strong disciplinary framework, appreciation for diversity of thought and perspective, a sense of social justice, and the ability to critically analyze and make insightful and direct presentations of their knowledge. Our college system will continue to provide a nurturing setting to support students as they address the challenges of university life.

Near-Term Campus Planning Foci

- Re-affirm UCSC's role as a distinctive public research university in service of our state and the world.
- Build on and enhance UCSC's distinction and achievements as an outstanding undergraduate institution.
- Grow the campus's graduate student population and build new graduate and professional programs—that address needs of our state and that prepare the individuals who will innovate, serve humanity, and tackle challenges facing society and our world.
- Better reflect in our faculty, staff, and students the diversity of California's population and cultures.
- As a responsible neighbor, collaborate effectively with leaders in our region and the State and be careful stewards of our environment.
- To seed and to enable progress toward the goals articulated above, augment and diversify the campus's resource base—including undertaking a comprehensive fund-raising campaign.

In addition to enhancing its efforts to attract excellent and diverse students, the campus will pursue efforts to enhance its commitment to educational effectiveness and show high levels of undergraduate academic engagement, improve undergraduate retention and graduation rates, and ensure that students are able to enroll in the classes that allow them to make timely progress toward graduation.

These goals recognize and build upon the strong relationship between research, scholarship, and graduate education, and its contribution toward enhancing the quality of the undergraduate experience by providing opportunities to join in creating the knowledge that marks a great research university. Indeed, the availability of research opportunities for UCSC's undergraduates has been a great success for the campus and must remain a key element of our future.

The prospect of a sustained downturn in the State's economic health—and particularly the seriousness of mid-year cuts UC is facing during 2008-09—will force the campus to reassess how quickly we can make progress toward the goals articulated in our *Strategic Academic Plan*. In the midst of such economic turmoil, the plan provides an important context within which we can set priorities, make difficult choices, and select among the opportunities available to us.

Thus the goals and strategies articulated in the *Strategic Academic Plan*, these six areas of near-term focus, and the resource realities associated with the current UC budget situation comprise the primary drivers that have informed the campus's near-term (two-year) priorities presented in this statement.

Planning processes

These priorities have also been informed (and continue to be informed) by a number of planning and consultative processes designed to lay out our choices, gather advice, and communicate our decisions. Campus leadership (including each principal officer) broadly and regularly communicates the results of their planning and actively engages the Academic Senate leadership in reviewing plans and proposals, consistent with the principles and spirit of shared governance. In addition to regular meetings among the campus leadership to ensure that our efforts are coordinated and contribute to the campus's vision, the Chancellor and Campus Provost have initiated a number of forums in which our plans are communicated and ideas are sought, including

- ✓ Divisional and departmental meetings with faculty—at which deans, department chairs, the Campus Provost, and the Chancellor exchange ideas and respond to questions;
- ✓ Quarterly staff forums—at which campus goals are outlined, questions are answered, and ideas are solicited—such sessions are webcast live and archived for later reference;
- ✓ Extensive use of the campus's website (e.g., http://www.ucsc.edu/news_events/) to provide information about campus plans, the status of initiatives, and news of our progress; and
- ✓ Frequent meetings with Senate leadership.

“Our academic plan is important because it **lays out the choices we face and the opportunities we should consider**. It will help us

- **Be realistic in our goals—thinking boldly but ensuring programs are viable & sustainable at each stage of development;**
- **Set priorities; and**
- **Build an academic program that is more than the sum of its parts.”**

—David Kliger, June 2007

The Chancellor and Campus Provost act as champions to continue the campus's momentum and establish a culture of evidence in which decisions are informed by relevant data and analysis and our performance is measured against our goals.

SECTION II: STATEMENT OF NEAR-TERM (TWO-YEAR) PRIORITIES

The campus must make investments that will continue the momentum of our academic programs and lay the foundation for success. However, we have seen significant growth in enrollments and requirements for new services during a difficult fiscal environment in which State resources did not recognize workload increases—indeed, student faculty ratios deteriorated and academic support operations were downsized.

Furthermore, the current fiscal environment will force us to consider selectively reducing investment in academic and academic support programs, curtailing enrollments, and delaying faculty recruitments in some disciplines—while recognizing that such decisions will weigh heavily on our ability to move forward and sustain our progress.

Some of our near-term efforts may require a new approach, or review of data, rather than additional resources. Others will represent early investments in areas that will be needed to lay the foundations for later investments or to bring to fruition efforts that have been under discussion/development for a number of years.

Priorities

The focus of the campus's near-term (two-year) priorities is on what can be accomplished to lay the foundation for continued excellence. The five priorities listed below are aspirational in that they correspond to near-term milestones along our pathway toward the vision elements of the *Strategic Academic Plan*; they are also aggressive—particularly in an environment of constrained resources— and span academic program development and improvements to the educational experience to our efforts to establish a Silicon Valley Center.

To help gauge our progress, the campus intends to use broad, high-level indicators that allow us to track our development against comparison institutions. We will also use more nuanced metrics that recognize qualities that make UC Santa Cruz unique. It is important to be aware, however, that most of the available numeric indicators are slow-moving and, in many cases, change only after broader success is achieved, so campus leadership will also depend on its consultative processes to monitor progress.

- Continue to [explore opportunities for new academic program development](#)—particularly in the six areas articulated in the *Strategic Academic Plan* where our existing core disciplines intersect—and [target faculty recruitments](#) in disciplines consistent with those plans.

Even though the campus is in the midst of a downsizing and restructuring effort to sustain mid-year budget cuts, we must continue to look toward the future. For example, now that graduate student enrollment is growing, the campus must continue to expand academic opportunities for graduate students, enhance graduate student services, and implement measures to ensure the quality of the overall graduate student experience. Similarly, we need to develop new and evolve existing undergraduate programs to anticipate the diverse needs and interests of the people of California. Our ability to attract and retain a diverse community of students, faculty, and staff has been (and will be) the source of innovative ideas and creative accomplishments.

The campus strategies to achieve these goals include identifying new programmatic opportunities consistent with the *Strategic Academic Plan*, increasing the visibility of Santa Cruz programs in order to attract the highest quality, most diverse pool of graduate and undergraduate students possible, providing additional opportunities for graduate students to mentor, engage in joint research with, and teach undergraduates and participate in their educational experience, and identifying areas where expanded/improved student services are needed. The campus has recently received approval for two such innovative Ph.D. programs in *Visual Studies* and in *Film and Digital Media*.

Given the reality of the 2008-09 budget, the seriousness of anticipated mid-year cuts, and the prospect of a sustained downturn in the State's economic health, the campus will be unable to undertake program development across all six areas articulated in the *Strategic Academic Plan*. Thus, in the near term, we intend to explore programmatic opportunities in interdisciplinary areas in which we have identified existing strength across our academic divisions and for which our region provides significant opportunity.

To achieve this priority, over the next two years the campus will

- ✓ Work with academic deans to identify one or two interdisciplinary areas in which to focus development of new graduate program proposals and/or research initiative proposals; and
- ✓ Target a share of new (and replacement) faculty hires within existing disciplines so as to enhance the campus's capacity/expertise in the areas identified by the deans.

As we move forward, it will be essential for us to develop metrics to track progress at the departmental or unit level, including such measures as research activity, graduate data, postdoctoral numbers, citations, gift activity, research awards, etc. Such measures will provide the data we need to make sound judgments in this difficult budgetary environment (and in good times as well).

- [Explore new professional programs](#)—that address needs of our State and that prepare the individuals who will innovate, serve humanity, and tackle challenges facing society and our world.

The step into professional education, begun with the School of Engineering, is seen as the transition of UC Santa Cruz into a truly comprehensive research institution. Growth in professional programs is one of the strategies for achieving the campus goal of having graduate students comprise 15% of total campus enrollment. And there is a documented need within the State for increased production of high-quality graduates in professional areas.

As part of the campus's academic planning, we have identified several areas of strength in which we might develop such professional programs (and/or schools). In particular, the campus has made significant progress in exploring the creation of a 21st century school of management to be located in Silicon Valley.

To achieve this priority, over the next two years the campus will

- ✓ Determine the feasibility of the proposed *School of Management (SOM)*; as appropriate, complete the SOM academic plan, understand the SOM resource requirements, and identify potential major donors for the requisite initial capital to start such a school; and make a decision on whether to proceed with the school at this time; and
- ✓ Explore possible professional programs (or schools) in *public health* and in *education*.

- [Build on and enhance UCSC's distinction and achievements as an outstanding undergraduate institution.](#)

UCSC is recognized for its uncommon commitment to academic engagement and a quality learning experience at all levels—for example, our undergraduate students are more likely to take courses that emphasize in-depth critical analysis and include essay exams, compared to students at other major research universities (*NSSE, 2000*).

Over the next two years, the campus will seek to build upon and enhance the undergraduate educational experience by providing additional opportunities for undergraduates to engage with faculty early in their careers; by helping to establish clearly articulated educational objectives and learning goals for the undergraduate curriculum; through building a sustainable academic advising and support network and strengthening campuswide programs for learning support; and through careful curriculum planning to enable programs to balance student needs with available resources without negative impacts on retention and graduation.

In particular, to achieve this priority, over the next two years the campus will

- ✓ Support the efforts of the Senate Committee on Educational Policy (CEP) to clarify and revise the objectives for the undergraduate general education program and, in response, modify first-year experience courses within the colleges, as appropriate;
- ✓ Evaluate options for renewing the academic role of the colleges and select one or two such options that define a pathway forward; and
- ✓ Undertake additional initiatives to improve retention and graduation rates that build upon the campus's distinguishing features.

To monitor its progress, the campus will consider

- ✓ 1-year retention rates;
- ✓ 6-year graduation rates;
- ✓ Curriculum capacity (and its contribution to students' ability to make timely progress toward their degrees); and
- ✓ Completion of Senate's re-examination of campus general education requirements.

- **Move forward planning for the campus's Silicon Valley Center** in order to increase collaborative research, develop graduate and professional programs, accommodate student demand and promote academic preparation for UC, and promote intersegmental cooperation.

At the July 2008 Regents meeting, UCSC articulated its vision to lead the planning for the creation of a new, unique community of educational institutions and industrial partners in collaboration with NASA Ames in the heart of Silicon Valley. This effort provides a unique opportunity for the campus to create a "meta-University" collaborative environment (with Santa Clara University, Carnegie-Mellon University, Foothill-De Anza Community College District, NASA Ames Research Center, and industry partners) to stimulate and germinate new ideas and creative approaches to the needs and challenges of the 21st century. The campus's Silicon Valley Center—as envisioned at the July 2008 Regents meeting—is predicated on successfully executing a ground lease with NASA.

To move forward, over the next two years the campus will

- ✓ Establish the limited-liability company (LLC) authorized by The Regents and carry out the proposed activities (<http://www.universityofcalifornia.edu/regents/regmeet/july08/f10.pdf>) for that LLC;
- ✓ Identify potential developers with whom to partner in developing the 70-acre University Development Area (UDA) at the NASA Research Park;
- ✓ Complete a strategic plan for UCSC's Silicon Valley Initiatives—including a supplement to the *Strategic Academic Plan* for potential programs to be situated at the UDA; and
- ✓ If the project is found to be feasible, bring a proposal back to The Regents.

The campus already offers instructional, continuing education, and service programs for the Silicon Valley region—these will continue. Our efforts to establish a Silicon Valley Center at the UDA are in addition to these academic initiatives.

- **Augment and diversify the campus's resource base—specifically by increasing total philanthropic support to the campus** and preparing for UC Santa Cruz's first comprehensive fund-raising campaign.

The campus is identifying the resources needed to achieve its vision and will seek to increase private support to continue the momentum of our academic progress. The campus is dedicating additional resources to strengthen and expand private support.

The campus has made significant progress to increase extramural support and private giving over the past two years, and now and in the future will work to focus private funding on specific initiatives and discretionary funds that enables excellence through added investment. The campus's fund-raising

efforts are not intended to replace State funds, which remain the core funding stream supporting campus I&R functions.

To achieve this priority, the campus will

- ✓ Achieve more than \$40 million per year by 2011-12, almost doubling private support from 2005-06; and
- ✓ Prepare for the initiation of the campus's first comprehensive campaign by
 - Setting campaign priorities that align with the campus vision and the *Strategic Academic Plan*;
 - Completing the feasibility analysis and setting a goal and timetable for the comprehensive campaign; and
 - Creating the staffing and administrative infrastructure (including training) to support the campus's fund-raising goals.

To monitor its progress, the campus is developing leading indicator metrics as well as tracking traditional private support measures such as

- ✓ Campus endowment (total value);
- ✓ Total annual philanthropic support (annual total); and
- ✓ Alumni and parent support (annual total).

New programs and schools

As noted earlier, the centerpiece of campus's near-term efforts is to sustain steady progress in implementing our *Strategic Academic Plan*—thus academic program development is fundamental to re-affirming its role as a distinctive research university, to its aspirations for graduate growth, and for ensuring that UC Santa Cruz is the campus of choice for students across the State.

It is important that the campus proceed with such programs only when it can ensure that new programs will be viable and sustainable at each stage of their development. For example, the campus already has approval for innovative new Ph.D. programs in *Film and Digital Media* and in *Visual Studies*, but has put these programs “on hold” for the time being for purely budgetary reasons. One of our priorities will be to find a sound financial way to get these programs up and running.

Campus plans for new programs and schools over the next five years include the following proposals:

Programs:

- | | |
|---|--|
| ▪ Applied Mathematics & Statistics (BS) | ▪ Feminist Studies (PhD) |
| ▪ Art with a Global Reach (PhD) | ▪ Jewish Studies (BA) |
| ▪ Autonomous Systems (MS/PhD) | ▪ Latin American & Latino Studies (PhD) |
| ▪ Coastal Policy (MA) | ▪ Mechatronic Engineering (BS) |
| ▪ Cognitive Science (BS) | ▪ Planetary Sciences (MS/PhD) |
| ▪ Comparative United States Studies (PhD) | ▪ Public Health (MPH) |
| ▪ Computer Game Design (MS) | ▪ Software Engineering (MS/PhD) |
| ▪ Economics Intensive/Honors (BA) | ▪ Studies in Performance (MA) |
| ▪ Economics/Mathematics (BA) | ▪ Technology & Information Management (MS/PhD) |
| ▪ Electrical Engineering (MS/MEng) | |

Schools:

- School of Management (MBA/Executive MBA/PhD)
- School of Education (MA/PhD)

SECTION III: CONTRIBUTIONS TO AND ROLE OF SYSTEMWIDE INITIATIVES

Just as campus sees its future as one that embraces excellence in established disciplines and forges new lines of collaboration between disciplines in a way that is nimble, innovative, and responsive to the needs of society, we also envision a UC system that works as one University that is greater than the sum of its individual campuses because of multi-disciplinary and cross-campus efforts.

UC Santa Cruz role/contribution to systemwide initiatives

In that spirit, many of the initiatives started by Santa Cruz have been designed from the outset to benefit the entire UC system and leverage the contributions of its talented students and employees.

- UC Santa Cruz established and is leading a University Affiliated Research Center (UARC, <http://uarc.ucsc.edu>) at NASA Ames. In September 2003, the University of California was awarded a 10-year research contract by NASA Ames. Research under this contract focuses on information technology, biotechnology, nanotechnology, computer science, aerospace operations, astrobiology and fundamental biology. The UARC conducts long-term focused research tasks in support of NASA's growing multidisciplinary research mission needs.

The UARC serves campuses UC-wide. For example, for the 5-year period commencing September 2007, the UARC is expected to manage "task order" awards of up-to \$40 million per year to faculty and researchers throughout UC. In addition, a 3% "tax" on such awards has funded such programs as

- ✓ The Aligned Research Program (ARP)—developing a new, small spacecraft science mission while training graduate and undergraduate students—made 41 awards to 29 UC faculty (through 2006) totaling \$1,300,000 and supported over 50 graduate students; in 2007, 16 new awards were made totaling \$600,000.

In addition, The Regents have approved the formation of a Limited Liability Corporation to study the feasibility of establishing a shared research facility on 70 acres at NASA Ames Research Center; UC Santa Cruz is leading this effort on behalf of the entire UC.

- The UC Observatories (UCO) multi-campus research unit (MRU) has its headquarters at Santa Cruz and the campus manages the operation of UCO/Lick Observatory on behalf of the UC system. The campus also participates in other MRUs.

Not only does UCO/Lick contribute to research efforts UC-wide, the campus has leveraged that State investment toward creating an astronomy and astrophysics department rated second only to Caltech—and, in fact, rated first when the astronomical publications of faculty in related departments as well as research scientists and adjunct faculty are included with those published by tenured and tenure-track faculty—for the impact of the research it produces (*The Science Impact of Astronomy PhD Granting Departments in the United States*, Kinney, November 2008, <http://arxiv.org/abs/0811.0311>). The UCO/Lick faculty have joint teaching appointments enabling our undergraduate and graduate students to receive instruction and mentoring from world-class scientists.

UCO/Lick is a managing partner of the W. M. Keck Observatory in Hawaii and is a leader in the development of instrumentation for adaptive optics. Its scientists contribute to research in the fields of vision science and astronomy at UCSC's Center for Adaptive Optics (CfAO)—a Science and Technology Center (STC) funded by the National Science Foundation. It is also a scientific and design center for UC's efforts to build a Thirty Meter Telescope in collaboration with other institutions.

- A number of Santa Cruz-based educational initiatives are focused on improving secondary education and address issues of importance statewide:
 - ✓ The *Monterey Bay Educational Consortium* (MBEC)—a strategic alliance between public educational institutions in the Monterey Bay area is dedicated to increasing the levels of educational attainment of all students in the region. UC Santa Cruz is a charter member of the *Silicon Valley Higher Education Roundtable* (SilVHER)—bringing together education institutions in the Silicon Valley to develop collaborative strategies for improving access, articulation, and student performance;
 - ✓ The *Center for the Future of Teaching and Learning* (CFTL)—a not-for-profit organization founded on the belief that fully prepared and effective teachers are key to improving student achievement throughout California;
 - ✓ The *Educational Partnership Program* (EPC)—acts as a first point of contact for K-12 schools, community colleges, universities, businesses, and community-based organizations across the Monterey Bay, and Silicon Valley/San Jose regions interested in creating educational partnerships with UC and UCSC;
 - ✓ The *New Teacher Center* (NTC)—a truly national resource focused on working with new teachers and, more recently, new principals, to help novices not only to survive their early years, but to emerge as confident, skilled professionals; and
 - ✓ The *University of California College Prep* (UCCP) program—conceived of and nurtured at UC Santa Cruz—is now a UCOP unit that publishes high-quality, UC-approved, online courses and content to benefit California students (without charge), with a special emphasis on helping underserved students gain college eligibility.
 - UCSC also participates fully in other University of California systemwide programs such as *California Teach*—UC’s program for undergraduate science, math, and engineering majors on all UC campuses whose goal is to dramatically increase the number of science, mathematics and engineering majors who pursue careers in secondary science and mathematics teaching.
 - And, UC Santa Cruz people serve on a variety of systemwide tasks forces and working groups.
- Conversely, the Santa Cruz campus has specifically designed many of its academic support services to depend upon the synergy of UC collaborative efforts. For example,

- UC Santa Cruz competed successfully for a role in two of the four *California Institutes of Science and Innovation* (Cal ISI): *California Institute for Quantitative Biosciences* (QB3, with UCSF and UCB) and *Center for Information Technology Research in the Interest of Society* (CITRIS, with UCB, UCD, and UCM). These are examples of formal research partnerships between UC campuses; the campus has also encouraged (and provided assistance and the technical infrastructure for) individual faculty to partner with colleagues at other UC campuses on research projects.
- The *California Digital Library* plays a pivotal role in providing library resources to Santa Cruz students, faculty, and staff. The ability of the University to enhance its buying power to acquire library materials (and, in particular, electronic journals, databases, and digital volumes) at lower cost—and through inter-library loan and the regional UC regional library facilities to avoid costs—has been critical in the campus’s ability to serve the instruction and research needs of its community and is a key element of the campus’s collections strategy. Indeed, we were the first campus to begin to send books from our libraries to Google to be digitized, and we have also been on the leading edge in exploring print-on-demand options for digital texts. We are also continuing to build and digitize our special collections of unique materials that will provide the fodder for future research and scholarship, and here, too, we count on CDL to provide the necessary infrastructure for long-term preservation of and access to these works.
- UC intercampus network initiatives—including CENIC, the *Corporation for Education Network Initiatives in California*—have similarly been critical to enabling UC Santa Cruz’s role as a distinctive public research university. The campus has contributed technical expertise to building UC’s

intercampus network and, through CENIC/CalREN, makes UCSC-run facilities such as instruments at the UC Observatories or the Genome Browser project (<http://genome.ucsc.edu>) available to research across UC (and around the world).

Office of the President assistance

The Office of the President can assist UC Santa Cruz in meeting its near-term priorities and achieving its vision in a number of ways. For example,

- Provide assistance (as needed at selected milestones) in the negotiations to execute a master lease and select a master developer for the campus's Silicon Valley Center at the NASA Research Park—as noted earlier, this project is expected to enhance UC's presence in Silicon Valley, benefit research faculty at all UC campuses, and help establish a productive partnership with Santa Clara University, Carnegie-Mellon University, and Foothill-DeAnza Community College district.
- More broadly, ensure that UC (operating budget and capital) resource allocation principles and strategies position campuses—small and large—to compete on an equal footing with their UC peers (and hence with distinctive public research institutions nationwide).
 - ✓ In particular, we'd like to see the Office of the President reconsider the formulas used to allocate Ed Fees (and, over time, reallocate back to UCSC the fees generated by the campus).

Over the years, UCOP has adjusted allocation formulas so that campuses retain overhead, professional school fees, registration fees, and selected other revenues that they generate. As yet, similar methodologies have not been applied to Ed Fee income, thus putting at a disadvantage smaller campuses, such as Santa Cruz, without substantial flexibility to buffer or shift costs to these other fund sources.

- In its role as the primary advocate for State resources for the University's instruction and research mission, continue to press for the core elements of UC's I&R budget:
 - ✓ Competitive salaries/health benefits costs/employer contribution to UCRS;
 - ✓ Enrollment funding; and
 - ✓ University's capital program.

Such funding is essential for UC Santa Cruz (and other UC campuses) to be able to recruit and retain the best and the brightest faculty and staff and provide the capacity space needed to carry out our teaching and research mission. With regard to capacity space such as classrooms, labs, and office space, UCSC is about 10% below the average of the UC system, largely because capacity space follows enrollment growth and has not kept up. UCOP is in the best position to lead with a clear, united message about the new resources we seek from the State (and the benefits that will accrue to California's citizens or the consequences if those resources are not made available).

- Lobby to reduce reporting requirements that have been imposed without funding to pay for them.
- Lobby to have the State provide support for communities with UC campuses so that mitigation measures don't have to come from strapped campus operations budgets.

Benefits of Systemwide initiatives to UC Santa Cruz

In the near-term, there are a number of initiatives that will assist the campus in achieving its two-year goals. For example, collaboration on information systems projects will assist the campus in cost-effectively providing needed research and academic support services related to its two-year priorities:

- Consolidated data center—while the campus is planning to expand its local data center capacity over time, near-term capacity issues could be addressed via participation in a consolidated data center initiative. If structured correctly, such participation would also enhance the campus's participation in

advanced research projects that depend upon high speed network bandwidth and/or large shared databases. UCSC is currently actively involved in discussions and planning for joint data center facilities.

- Common administrative and academic support systems—recognizing the potential for efficiencies associated with common systems, the campus is exploring partnerships with other UC campuses and with UCOP to deploy common systems that do not require extensive local customization and for which participation makes economic sense. Given the considerable up-front and on-going investments required to deploy such common systems, the campus will carefully consider each opportunity on the basis of a solid business plan and with a preference for a phased implementation strategy—joining such projects when and only when it makes sense from an operational and budgetary perspective.

We recognize that in order to shield campuses from additional budget cuts during the State’s fiscal downturn, UCOP has taken significant cuts to its operating budget and therefore must focus its efforts and cut back on the services it provides. One of the productive leadership roles that the President’s office has assumed in the past is bringing campuses together to collaborate on common solutions to campus issues; UCOP’s new emphasis on transparency will enhance these collaborations by enabling participants to “think out of the box” with all the facts on the table.