

**Academic Support Planning Committee (ASPC)
Chairman's End-of-Year Report: 2000-01**

Committee Membership: Vice Chancellor Francisco Hernandez, Chair
Director Karen Eckert
Dean Wlad Godzich
Vice Provost/Dean Lynda Goff
Assistant Dean Kathleen Jefferds
Vice Chancellor Tom Vani
Vice Chancellor Ron Suduiko
Academic Senate Participants (Barry Bowman, John Tamkun,
John Wilkes)

• **Committee's General Charge**

Review high-level issues and concerns related to academic support, student and administrative services, related business processes and technology, as well as related resource issues, including: human resources, budgets, and space. And through a process of education and discussion, provide necessary background materials for informed deliberation by PAC.

Issues Addressed During 2000-01

Workers Compensation

Lisa Rose - Director of Materiel Management, Ilsa Kolbus - Director of Environmental Health and Safety, and Saladin Sale - Risk Manager presented issues related to campus workers compensation.

Rates: UCSC has highest rate of all UCs. UCOP will begin allocating both base funding and actual costs to campuses in FY 2002. Campuses will be responsible for differences between UCOP base funding and campus actual rate. UCSC will need to provide \$195,000 in FY 2002 to cover differences. Unless injuries are reduced now, UCSC can project the differences to increase each year.

Injuries: UCSC has highest employee injury frequency of UC; UCSC average injury severity is among highest of UC. Reasons: Insufficient emphasis on employee safety in workplace; managers and supervisors not evaluated for safety activities and results; lack of financial incentives for investments in injury prevention.

Risk managers recommend:

Financial Incentives: Development of equitable WC compensation cost allocation model;
Cost Control: Risk Management develops campus transitional work assignment program;
Accountability: Injury prevention performance measures in annual evaluations of managers and supervisors;
Training: Mandatory training for supervisors and managers on injury prevention;
Executive Leadership: Workshops and progress reports to executive management.

ASPC will work with risk managers to direct a letter to Chancellor Greenwood requesting that the following campus actions be taken:

1. Commit the campus to reduce losses to the workforce caused by preventable occupational injuries and illnesses and continuously improve UCSC's overall safety record.
2. Request all Vice Chancellors and Deans to prepare injury prevention performance measures for inclusion in the annual evaluations of all managers and supervisory staff beginning in FY 2001-02.

3. Require that attendance at initial and annual refresher safety training be mandated for all UCSC employees, including managers and supervisors, effective immediately.
4. That a return to work program be implemented at UCSC.

Narrative Evaluation System

Lynda Goff discussed the progress related to the possible purchase of a software package that might be helpful to faculty in the delivery of narrative evaluations. Barbara Rogoff and Lynda Goff have worked with the Toronto-based company that produces the software "Gradebook" in order to see if the software can be modified to accommodate the campus' Narrative Evaluation System. The development cost for the new system is \$90,000 plus \$13,000 is for annual maintenance. The system is PC, MAC and Web enabled.

Implementation issues include: how to promote and publicize the new system; how to train faculty/staff to use the new system; who should be responsible for the training; what department/division should be responsible for maintaining the new system; how much the new system costs; who will pay for the new system; will "Gradebook" become an additional option for submitting narratives or the only option; how will narratives entered via "Gradebook" be included in the campus database; does "Gradebook" raise questions regarding securities, permissions and access?.

Currently UCSC instructors submit 110,000 Narrative Evaluations annually, and that number will grow to 180,000 per year as the campus approaches its enrollment expansion target. If Gradebook software does not meet campus needs, we should explore the possibility of using a product developed by UCLA, which UCSC can obtain for free.

ASPC will review recommendations regarding Narrative Evaluation changes and pass those on to PAC.

Colleges.

Lynda Goff presented the Report of the Colleges Advisory Committee. In July 2000, Campus Provost Simpson convened an advisory group to examine the present state of the UCSC Colleges and to make recommendations to guide their future development as the campus grows. ASPC discussed its possible role in determining the future for the colleges.

The Shape of the next Major Housing Project (Colleges 11 & 12). ASPC discussed several student housing options: traditional college vs. modified college vs. upper-division village; as well as other components that might be included in the project, such as: faculty housing, graduate student housing, I & R Space, administrative space, extracurricular space, shopping facilities, etc. ASPC impaneled an ad hoc committee to recommend an appropriate configuration for the project. Membership included Graduate Division, Undergraduate Studies, Student Affairs, TAPS, Capital Planning, Housing; Lynda Goff served as chair. Under her leadership the committee reached a recommendation that new housing in the NW campus should not take the shape of a traditional college but rather should pursue a configuration to best accommodate excess demand from upper-division students with a flexible design that could also meet other needs, such as faculty housing and conference housing.

Summer Operations

The committee discussed state-funded summer quarter. UCLA, Santa Barbara and Berkeley will begin a summer quarter this summer 2001, with other campuses phasing in the next two summers. Each campus will determine how to use the new funding provided for summer session (State, Educational Fees and Registration Fees). Future campus funding will be predicated on

four quarters of operation and will reflect student FTE generated in the summer. ASPC discussed the appropriate mix of summer student services and academic programs. Kathy Sandeen, Head of Summer Session, discussed services now offered during the summer versus what services might be offered in the state-funded summer program.

ASPC received draft recommendations from the Task Force on Intercampus Summer Enrollment focusing on registration and transfer of credit for UC students enrolling in summer instruction at a non-home UC campus. ASPC designated a campus official responsible for commenting on each recommendation, collected comments, and prepared a response to the Office of the President.

Patricia Vani, Director of UC Santa Cruz Summer Session, presented information on the current Summer Session operations: (1,821 UCSC Students, 493 Non-UCSC in 2000); fees (\$175 Registration, \$180/course for 5 units, \$98 campus fee); courses (130 courses – 60% lower division, 40% upper division, and 164 undergrad independent studies, and 140 graduate independent studies); student profiles (UCSC students – 49% senior, 31% junior, 10% soph, 1% frosh, 10% grad); calendar of summer session operations; and instructors who teach during the summer (9% ladder-rank faculty, 5% visiting faculty, 41% graduate students, 45% lecturers). Ernie Hudson presented a model comparing the Traditional Summer Session and Summer as a Regular Quarter.

Meredith Michaels, Associate Vice Chancellor for Planning and Budget, described the financial assumptions for state-funded summer operation. As stated in the 2001-02 Regents' Budget for Current Operations, October 2000, the University is seeking full marginal cost for UC-matriculated students (i.e., students who are already enrolled during the regular year at UC) who enroll in the summer. The new funds will bring the existing summer enrollment of UC-matriculated students into the permanent base of State-funded enrollments, thereby providing incremental funding for faculty salaries, for instructional institutional support (required to offer programs in the summer that are equivalent in quality and breadth to other regular terms), and for student financial aid that is equivalent to the rest of the year.

ASPC recommended adoption of state funding for summer in 2002 and creation of a decision making structure to determine: the appropriate mix of academic support services; the appropriate use of UCSC facilities in Silicon Valley as sites for summer activities; and a business model to compensate service providers and share revenues with instructional units. ASPC anticipates that in 2002 Summer Session Office will continue to manage the summer program.

Student Affairs provided ASPC with a summary of how Student Affairs Units currently operate and how they might operate in the future. ASPC discussed a set of principles for determining levels of support services and agreed that most support services should operate as cost effectively as they do during the regular academic year, which for many unit implies offering curtailed services to reflect the smaller student population in summer.

ASPC discussed incentives to students to attend the campus during the summer. Santa Barbara and other campuses are offering incentives this summer for the first year of their State supported summer program.

Registration Fee Funding. During the current academic year, Registration Fee funding is separate at UCSC from other student fee income and is used to fund student services operations. Under the proposed plan for summer quarter, the Registration Fee funding will be bundled with other student fees and state income. As yet, no proposal has emerged for a business model for determining levels of support services and for compensating service providers by distributing the aggregated fee funds. Without knowing what compensation they might receive, service providers are reluctant to commit to the delivery of new levels of service delivery in the summer.

The Interim Business Model. ASPC recognized that most academic support offices will need incremental funding to increase levels of service, while some others will need quite substantial up-front investments to change ways of doing business and to undertake computer system modifications.

The elements Interim Business Model might include:

- Funding formulas for service providers
- Cost effective ways to deliver services
- Open access to all services normally funded by Reg fees
- Priority list of services to be provided in years 1 and 2

Who will Operate Summer Session? ASPC discussed the feasibility of the Summer Session Office continuing to oversee the first two years of state-funded summers programming. As the campus develops a fuller summer quarter, responsibility will shift to the departments, divisions and Student Affairs, as is the case in fall, winter, and spring.

Other Student Fees. If fees are to be extended to summer matriculated students, we will have to renegotiate fee referenda.

State of Advising on Campus

Terri Korek, Coordinator of Academic Advising, presented an overview of campus academic advising. Academic advising occurs in several offices and at various points in students' academic development: colleges, departments, academic preceptors, EOP, etc. These distributed efforts need better coordination across campus.

The committee discussed strategies for improving academic advising that might be forwarded to PAC for their discussion and resolution, including: developing a mission statement for academic advising; building an advising team including membership from Student Affairs, colleges, and faculty; and on-going professional training and development for all advisors.

Silicon Valley Center

At full growth, approximately 2,000 student FTE would attend the SVC, including mostly upper-division and graduate students. Academic offerings developed in concert with San Jose State, De Anza and Foothill Colleges are expected to attract transfer students to the Center as well as continuing UCSC students. Some students might enroll part time.

Start Date. It is anticipated that there will be no physical building for the SVC until the Fall 2004, although 2002 was the original projected date. The Academic Plans must be determined; and NASA has had a delay in the planning for the site.

Facilities. Michael Tanner discussed the layout of the NASA Mountain View site and stated that 350 housing units are planned to accommodate 700 students, faculty, and research staff. SVC at the NASA Laboratory for Advanced Research site will most likely emphasize programs that resonate with the research and development efforts of NASA and surrounding private industry.

Support Services. The goal of the support service areas of the SVC is to minimize movement between campuses (SVC and UCSC); to make the SVC a self-contained entity with as little replication of infrastructure as possible; and to use information technology/video conferencing to extent campus instruction and services into the valley. Students at SVC will need library access, perhaps via remote technology and perhaps in partnership with industry and NASA, as well as some on site space for study. Lan Dyson stated that SVC could have a large impact on UCSC University Library depending on courses of study. Humanities and Social Sciences courses

require more library usage than some of the other courses of study. NASA operates a large gymnasium and tennis courts that SCV might share. SVC might partner with NASA or local colleges to provide student health services.

ASPC will need to confer frequently with Michael Tanner, and the Division of Student Affairs as the planning of the Santa Clara Valley Regional Center continues.

Data Warehouse

Linda Kittle, Director of Strategic Planning, presented a plan for improving the Data Warehouse and requested the ASPC to provide input on: strategic direction; proposed structure for continued development; and policy decisions on issues such as access.

Options for the strategic direction of the DW include: 1. status quo – FIS, SIS, Facilities information currently available, accessible by limited numbers of technically competent users; 2. additional FIS, PPS, SIS, Budget; more frequent facilities information; accessible by additional users; 3. additional enhancements to DID, PPS, SIS; more frequent facilities; additional data elements from other sources; accessible by users at many levels and interests.

Committee members responded favorably to option II - additional enhancements to the system accessible by additional technically proficient users. Senior administrators felt that they would not have the time to access the information personally, but rather would rely on staff to access the information. They would also like to see continued enhancements of the information in the system.

VC Hernandez commented that the system should remain in Planning and Budget because most of the information relates to the budget and expenditure tracking that the Budget Office oversees. Ernie Hudson suggested that the warehouse begin to place a greater emphasis on student information, as opposed to financial transactions.

Items for discussion in 2001-02

Risk management. ASPC will check with Lisa Rose on progress in preparing a letter to Chancellor Greenwood recommending a campus strategy for reducing risk exposure and the associated costs.

Narratives. Optimism that a solution to the technical difficulties in filing narratives could be found in a single commercial product was misplaced. At this point, what realistic hopes do we have for improving processing of narratives? Invite Lynda Goff and Pam Carter Hunt to comment.

Summer Session. Student Affairs and BAS will develop an inventory of services that might be provided to state-funded summer students and will recommend a set of services for implementation in summer 2001. ASPC will consider those recommendations and forward a plan for summer support services to PAC.

Disabled Student Services. ASPC will discuss issues related to serving disabled students from the perspectives of Disability Resource Center, CATS, University Library, and other service providers.

Silicon Valley Center. ASPC will continue discussion of student support services at the Silicon Valley Center.

EMH

August 22, 2001