

OFFICE OF THE CAMPUS PROVOST OVERVIEW OF DIVISIONAL LONG-TERM PLANS

The Office of the Provost provides campus wide leadership for planning, coordination, and implementation of academic programs through the Vice Provost for Academic Affairs, the Vice Provost/Dean(s) for Undergraduate and Graduate Education, and the Vice Chancellor of Research. It also serves as the administrative reporting structure for Academic Human Resource and the Office of Planning and Budget and is the administrative liason to the Academic Senate. The executive summary planning documents for these administrative units as well as that provided by the Campus Consultant for Information Technology are summarized below. The planning documents for the Vice Provost/Dean(s) of Undergraduate and Graduate Education and the Vice Chancellor of Research have been submitted separately.

ACADEMIC HUMAN RESOURCES

Academic Human Resources long-range plans for 2000/2001 through 2010/2011 include programs designed to help the campus recruit and reta in the most qualified and diverse faculty; enhance faculty development opportunities; streamline and automate processes to improve efficiencies and accommodate campus growth, and reduce paper records.

Our initial emphasis will be on recruitment and academic personnel reviews to support the planned addition of 600 new faculty over the next ten years. Housing is a major challenge in recruiting faculty. We need to implement programs that assist faculty with their housing needs, similar to the Dual Career Program assistance with spousal employment needs, and work to develop a stronger sense of community among the faculty, so that they feel supported in their work in every way by the academic support community. We need to create a campus climate that promotes inclusion and respect for all to improve faculty and staff relations, and to cultivate our reputation as the “the UC campus of choice.”

New or expanded programs for 2001-2005 include:

Faculty Recruitment and Retention

Improve marketing of faculty housing programs and determine whether current programs can be enhanced to meet growing needs of our incoming faculty.

Development of the Higher Education Recruitment Consortium to partner with Monterey Bay and Bay Area higher educational institutions to share position openings and relocation information. Continue to provide employment assistance to spouses and partners of candidates and new faculty and senior management program members. External funding is being secured to support this.

Enhance outreach efforts for temporary teaching positions through increased advertising and collaboration with Monterey Bay area institutions.

Utilize an outside consultant to develop a marketing and outreach program to assist in attracting highly qualified and diverse faculty to accommodate planned growth.

Continue orientations for new ladder rank faculty and other academic appointees to deliver information on campus history, culture, programs, colleges, services, student body, funding sources, as well as develop connections with faculty outside of their department. We need to be intentional in delivering the message of where our campus is going and what we want to be not only to ladder rank faculty, but also to other academics, possibly in partnership with the divisions.

Develop more personalized “help” services for new faculty hires, answering their questions about campus programs and resources. New faculty report the need to understand UCSC and for UCSC to understand their adjustment issues.

Develop more individualized assistance with benefits and financial planning for ladder rank appointees, providing benefit advising and financial planning services that convey our excellent benefits sufficiently so they are understood and utilized by faculty.

Partner with the academic divisions to develop a department chair orientation program and a faculty leadership program series for future department chair, dean, and senate leadership positions. A department chair program should outline major campus processes and resources, and leadership training should include sessions on budgeting, planning, conflict management, time management, stress reduction, supervising staff, providing feedback to other faculty, team building, creating an effective department, civility, and effective meetings.

Human Resource Information Systems and Technology

Continue development of the Academic Division Database project to streamline and enhance processes, with the addition of the following modules:

- Recruitment management module to automate the monitoring and reporting requirements
- On-line applications
- Automate Faculty Bio-bibliographies
- Expansion to department users
- Curriculum-leave planning module (Academic Division Database)

Continue to develop the infrastructure and technical resources to satisfy web-enabled data needs. Define methodology to provide additional technical resources by training existing staff, contracting with outside resource, or designating resources to hire new technical staff to develop web-enabled database applications.

- Enhancing HR Web and developing computer-based training modules
- Ongoing Maintenance, Support, and Upgrades
- AHR online document system
- Ongoing maintenance, support and upgrades

Anticipated Workload Issues

Continuing efforts to streamline academic reviews and the increased workload associated with faculty growth will require additional staff resources – 1 new FTE senior analyst and 1

FTE of a temporary analyst to work on academic reviews in 2001-2002, with the temporary analyst converting to a permanent FTE in 2002-2003. An additional .8 FTE clerical position will also be needed to support the recruitment process until the recruitment management module of the division database is completed (estimated for 2002-03).

Academic Human Resources is reallocating staff resources to provide additional staff support for conflicts, grievances, and formal charges, where workload has dramatically increased during the last 5 years. Initial efforts will be designed to accommodate the volume of activity and minimize the potential for campus liability, and the long-term goal is to develop a proactive mediation program.

Programs for 2005/2006 – 2010/2011

Develop a campus mediation service in conjunction with other campus units (Ombudsman, Title IX, AHR, SHR, and AA/EEO)

Move faculty records to digital storage to free up space; investigate ways to use technology to further streamline academic personnel review processes.

Create new strategies to provide service and training with the addition of the Silicon Valley Center, additional undergraduate enrollment, addition of a summer quarter, and increased enrollments at University Extension.

Develop a student intern program to expose students to Human Resources work and provide resources to accomplish specific projects

Develop a “floater” administrative program to send trained analysts or administrative specialists to divisions or departments with critical staffing needs due to increased staff turnover, or peak workloads during periods of significant growth.

In collaboration with EEO/AA and Graduate Studies, develop a mentoring program for underrepresented PhD students’ that invites them to campus regularly in their graduate careers to participate in research and teaching, and encourage their careers in academia, adding to the diversity of the pool of faculty candidates.

OFFICE OF PLANNING AND BUDGET

The Office of Planning and Budget is the principal staff arm of the Chancellor and Campus Provost in the areas of academic, capital, enrollment, and financial planning, policy analysis, and fiscal administration. In this capacity, it develops and maintains relevant databases, provides analyses of policies and programs, assists in the determination of campus priorities, and in the development of strategies designed to achieve these priorities. Its responsibilities include the campus operating budgets, capital plans and capital budget, admissions targets, enrollment plans, and such special studies and reviews of programs and operations as may be

necessary to enable the Chancellor and Campus Provost to discharge his/her responsibilities in these areas.

The Planning and Budget Office is comprised of a talented group of analytical staff who engage in a wide range of services and special projects in support of the general goals of the campus. The primary sub-units of the Planning and Budget Office are: Capital Planning and Space Management; Budget and Resource Management; Academic Resource Planning; Institutional Research; Management Services; and the Chancellor's Business Office.

Recent Accomplishments

To support the campus community as it moves into the 21st century, Planning and Budget has focused on ways to improve and expand general campus access to data. The office has also added new staff in critical areas and has sought to realign staff responsibilities to provide better service to the campus. Specific accomplishments are highlighted below.

- A new on-line budget and staffing system was implemented in 2000-01. The new system will replace the old budget and staffing system and is expected to benefit service centers, divisional budget managers, payroll, and central offices
- The office recently completed a comprehensive review of the Data Warehouse. To support continued development of the Data Warehouse, a new data management position was created from a vacant staff position. The overall functionality of the Data Warehouse is expanding to support better management reporting and to provide access to data that is not currently available from the Data Warehouse.
- Two new planners were added to the Capital Planning and Space Management section of the office, and the Budget and Institutional Research sections of the office were combined and reorganized to support better cross-analysis. The Management Services section has been assigned to support the new administrative committee structure.
- In cooperation with CATS, the Planning and Budget Office is participating in a project that will provide general campus access to financial, payroll, and other reports electronically. This project was funded as a new initiative in 2000-01. The Planning and Budget Office currently supports the distribution of reports electronically to the units served by the Chancellor's Business Office. This pilot project was initiated 3 years ago on a limited scale, and will now be expanded to the campus.

Challenges

As with other units, space represents a significant problem for Planning and Budget. Using one-time salary savings achieved through a high rate of turnover and subsequent reorganizations, every inch on the 3rd floor of Kerr Hall is highly utilized. Staff are sharing offices, and one-time funding from salary savings have been used to provide employees with ergonomic furniture that makes better use of existing space and will lessen the likelihood of worker's compensation claims due to injuries. The office also sought the approval of the

campus fire marshal to locate closed storage in hallway areas that will not obstruct emergency exits.

Goals for the Future

One of the primary goals of the Planning and Budget Office is to support informed decision making at the campus level, while also responding to the myriad, and increasing number of requests from the Office of the President and the State. This requires easy access to the data and information needed to prepare the appropriate analyses and management reports. To do this will require the development of a variety of tools—many of which will increasingly become dependent upon technology. Development of these tools may require additional staff, and funding for hardware and software. As these tools are developed, it is Planning and Budget's goal to make this data readily accessible to the academic divisions, and academic support areas to address the data needs which exist in those areas.

At this time, financial, budget, and payroll data is fairly accessible in electronic form. The data that is not readily accessible electronically includes (1) a wide range of institutional research data (such as student enrollments—workload FTE, majors, and degrees, and teaching resources); and (2) facilities and space data (such as electronic access to building drawings and floor plans). Institutional research data is published annually in the instructional load summaries using time-consuming data collection techniques. Most building drawings and floor plans are currently only available as paper blue prints, and many are not up-to-date. Electronic access to this type of data would be very beneficial to many areas of the campus, and is needed to support better planning.

Another challenge for the office will be the development of a longer-term space plan for the campus. This will require a study of current space usage, and a comprehensive plan for the next buildings, beyond those already anticipated in the current 5 Year Capital Improvement Budget. Such an undertaking will likely require funding for staff and/or the help of consultants. Since the Office of Capital Planning and Space Management was only recently reassigned to the Planning and Budget Office, the needs of that unit need further review. Given the campus's growth plans and need for additional space, it is clear that Capital Planning and Space Management needs to be poised and prepared to support the detailed space planning necessary to support this growth.

Office of the Academic Senate

At the University of California, the Standing Orders of the Regents establish the Academic Senate and also give several of its committees their charges and, in some cases, plenary authority over certain matters. As a result, the operation of the University of California is based upon the principle of Shared Governance and the co-operative relationship between the Administration and the Academic Senate in pursuit of common educational and research goals. Indeed, the Millennium Report recognized that "shared governance has brought many

benefits to the university, and it is a tradition we are eager to see passed down and strengthened in the next generation of faculty at UCSC."

As a part of our ten-year planning process, the Senate anticipates numerous changes as it prepares for this period of growth and renewal at UCSC. The additional resources for the Senate will serve several distinct purposes:

- (1) To fund the additional expenses for a larger Academic Senate membership.
- (2) To fund the Academic Senate planning efforts and organizational changes during the growth period.
- (3) To fund new Academic Senate Initiatives.

This summary presents the priorities for the Senate during the planning period. As requested in the EVC/Provost's instructions, the plans outlined here identify important issues but do not (for this iteration of planning) specify fine-tuned details, which will require more research and discussion. Moreover, during the next five years the Senate will be conducting a self-review of all its organizational and operational activities. Two areas with broad implications for our functioning that we want to explore fully are the role of information technology and the possible adoption of a representative assembly to transact Senate business. Temporary resources are likely to be needed to fund consultants and data collection during this review, but the review will help planning in the following and other areas: Academic Senate Office staffing and operations; Academic Senate Standing Committees; and the optimal methods to conduct Senate business.

1. ACADEMIC SENATE OFFICE STAFFING and OPERATIONS

a. Operations: Review of the Academic Senate Office operations are an important part of our planning for the growth period. We anticipate that in late spring or early summer, the Secretary and Chair of the Senate will meet with the Director of the Senate to assess the functioning of the Academic Senate Office (ASO), including such matters as staffing, budget, computing needs, staffing for AS Committees, and communications with the Administration. They will write a short report that will be filed at the ASO and a copy sent to the Provost/E.V.C., followed by consultation should any issues arise that require it.

b. Staffing: All staff positions in the ASO must be classified at the level appropriate to their responsibilities. Key positions have been historically under-classed (compared to other UC campuses), with the result that retention problems, which are costly in both money and in staff time to rectify, have become worrisome. This problem needs to be addressed in the near future. If current staff positions were vacated, they could not be filled at the same level of competency with their current classifications. Due to the rotating nature of Senate committee and officer appointments, and especially with the increasing volume and diversity of activity due to campus growth, consistency in staffing is critical for Senate operations.

c. Growth: ASO anticipates significant workload increases in the next 10 years due to accelerated growth of the campus. Meeting this challenge will require Staff support for some Senate committees that have not previously received significant support (such as the Committee on Computing and Telecommunications and the Committee on Admissions and Financial Aid). An additional staff analyst position will be needed to increase data analysis capabilities for Senate committees.

Current planning in the Senate assumes the campus operates on a nine-month basis. If the campus transitions to true "year round operations" on a twelve month basis, then Senate operations will need to be reworked and additional funds will be required.

d. Technology: Given the pace of planning and other interactions with administration, Senate committees will move to a more web-based style of communications similar to that of the administrative committees. Additionally information technology might be used for balloting, elections, circulation of meeting agendas and other Senate activities. However we intend to thoroughly study the net cost of such electronic operation. Costs may be reduced by limiting paper documents, but offsetting additional costs are likely to occur because staff must be hired to manage increased information technology and other computer resources. We expect that additional funding will be required.

2. SPACE and SCHEDULING

The scheduling of AS Committee and Senate Meetings is always labor-intensive, using far too much staff and faculty time. We believe that the calendaring system recommended by the Administrative Committee on IT may be useful in this endeavor, but the problem is deeper. As the campus grows and classroom and meeting spaces become more scarce in the short- and medium-term, and as newer faculty, department chairs, and deans are unaware of historic practices that functioned well enough when the campus was much smaller and everyone knew each other (such as ladder faculty leaving Wednesday afternoons free for meetings), and as parking becomes more scarce and construction more obstructive, scheduling any meetings between faculty members becomes more onerous and difficult.

As a general point, then, the current Senate leadership believes that the campus as a whole must review the classroom schedule and the ways that department meetings, department colloquia, Senate meetings, and other Senate and joint Senate/Administrative events articulate with it.

The ASO functions well in the current space it occupies in Kerr Hall, but accelerated growth of the campus and the ASO will require planning for expansion and new technology congruent with our current functions.

Augmentation of ASO staff and enhanced computer facilities will require an addition of at least one office within close proximity to the current office.

By 2010, the Senate will need ready access to teleconferencing capabilities to mitigate remote location of faculty such as Silicon Valley.

CAP's conference room must be physically located near Academic Human Resources (AHR) (currently in McHenry Library) and has very specific space requirements such as security of records, which are met in the current location. But if Academic Human Resources moves to Kerr Hall or another building, CAP must be given additional space in the same building.

The Senate does not control a space for its quarterly meetings, with the result that even meetings scheduled well in advance can be "bumped" by the entities that control the space; the situation is worse for emergency and special meetings. We must find and be guaranteed an established location for Senate meetings, especially since we anticipate that we may need to schedule more regular Senate meetings during the course of an academic year.

3. SENATE STANDING COMMITTEE FUNDING

a. Committee on Committees: issues of compensation The COC nominates Senate Officers and the faculty to serve on AS standing and special committees; it works with the administration to determine the membership of Administrative Committees such as Task Forces, Search Committees, etc.; and (in this Administration) advises the EVC/Campus Provost concerning the articulation of Administrative committees with Senate committees. This new Administrative committee structure, with cross membership from Senate committees has increased the workload for several committees (including COC) and especially standing committee Chairs.

COC also assigns course relief or alternative compensation for service on Committees. The Senate will be requesting that Senate service course compensation come to the Senate in the form of a block allocation instead of the current method of individual requests made annually to the Administration, so as to provide flexibility in distributing compensation as workload shifts among committees over time. This block allocation must be included in the Senate office budget so that ASO might gain any annual cost escalation (workload) funding. The baseline for this allocation should include the current compensation and then phased increases for additional CAP membership, University-wide service, and year-round operations.

The primary purpose of service compensation is to permit individual faculty members to accept Senate service that is generally regarded as unusually burdensome. The publicized existence of service compensation enables the Committee on Committees to attract more Senators to service key committees with heavy workloads and leads to broader participation. The categories of activity for which the COC assigns service compensation are the following.

- Major service on University-wide committees (service as Chair or Vice-Chair) must also be compensated. It is in the best interests of this campus to be represented at the University-wide level, and currently (2000-01) we have no fewer than 4 Chairs of UC-wide committees (UCP&T, UCAP, UCEAP, UCORP). Although UCOC is working to request service compensation from the Office of the President for UC-wide committees, the funding currently comes out of Divisional Senate budgets, and must be included within the block allocation. The current Academic Council Chair is also a UCSC faculty member, but is funded through UCOP.
- COC also plans to implement our new "Service Fellows" Program. This program will introduce from 2-5 outstanding untenured faculty to serious work on major Senate Committees by asking them to serve on the committee for one quarter with a full course compensation in order to enable them to serve without interfering unduly with their regular research and teaching activities that lead to tenure. The program's aim is to foster greater diversity in rank on Senate committees, helping to ensure that senior faculty are in touch with the perspectives of junior faculty (particularly important as the campus grows and changes); to involve outstanding younger faculty with Senate service and functioning early in their careers; and to foster greater participation in and understanding of Senate workings by newer faculty, to be achieved both through publicity for the program (we may make it competitive to make it clear that it is a distinction) and by the "ripple effect" as Service Fellows publicize their experience to their peer-colleagues. This program will

be built incrementally so that by 2010 five Service Fellows will serve each year, one from each division. The pilot of the Service Fellows Program was conducted this year (2000-01) with great success. Participation at Senate meetings and in Senate affairs by new faculty has increased. COC noted a significant increase in responses to the call for volunteers by new faculty this quarter. While this may not be completely attributable to the pilot program, anecdotal evidence confirms that it is in part responsible.

- The Senate will also put forward a request for a block allocation of funds for student compensation for some major committee work. For example, undergraduate students are currently the only participants not compensated for CPB service. Yet the expectation is that they prepare for and attend all committee meetings, take on assignments pertinent to student affairs, and attend Senate meetings. The Senate has seen a steady decline in student volunteers over the past several years to the point that in academic year 2000-01, not all positions were filled. In this climate of increasing financial pressure for students, the Senate cannot expect an increase in student participation without some compensation. Ideally, a stipend would come from combined sources, as this student service benefits the campus as a whole. Past attempts to put together student compensation packages with student organizations and Student Affairs have consistently failed. In order to foster student participation on Senate committees, this type of compensation must be phased into the Senate budget.
- In addition to service compensation for work on Senate Committees, we note that funds will have to be allocated by the EVC/Provost's office (rather than the Senate budget) to compensate appropriately the Senate Chair (and in the future, possibly the Vice-Chair). This item has already been discussed and agreed to by the EVC/Provost.

b. Privilege and Tenure: contingency fund for hearings The Committee on Privilege and Tenure performs an essential function for the campus in dealing with issues of faculty discipline and grievance. Fortunately, in most years, this committee has not been obliged to hold formal hearings. However, as of this date, there have been two formal hearings in the past two years, and two more currently scheduled. Such hearings are adversarial proceedings between the administration and a faculty member, with P&T being the adjudicator. Our current practice is for P&T to request funds from the administration for each expense involving the conduct of such hearings. Since the administration is a party to the hearing, we propose instead to request a contingency budget to be used only in the event of a formal P&T hearing.

c. Committee on Research: more research funds needed It is essential that the Committee on Research have a significant source of funding to support research activities of the faculty as a whole, and as seed funds for activities that may not be prominent in divisional priorities. These funds must be separate from the divisional allocations for new faculty and divisional research initiatives. The Committee on Research will work with the Vice Chancellor of Research and Divisional Deans to ensure that campus research funds are used in a coordinated manner. The figures below are in 2001 dollars and not adjusted for inflation.

The Committee on Research (COR) argues that an incremental increase of its budget to \$1,500,000 over the next ten years is absolutely vital to the goal of improving the status of UCSC as a major research university. Not only have resources for faculty research lagged

behind growth, but the poor research climate on campus has been specifically identified as a serious obstacle by two recent reports.

Harrington and Haber's "Faculty Perceptions of a UCSC Research Environment in Need of Restoration and Improvement" report of May, 1998 states that "a majority of UCSC Academic Senate members surveyed by the University Committee on Research Policy (UCORP) in early 1996 indicated that the research environment at UCSC had deteriorated during the preceding five years" and that they "believe the deteriorations and weaknesses in the UCSC research environment identified by UCSC faculty and discussed in this report are very serious and will have increasingly ominous consequences if not dealt with quickly and effectively."

The UCSC Millennium Plan states that: "From its inception, UCSC was envisioned as the major research university for the central California coast." The Millennium Plan continues by defining the culture necessary to achieve this mission: "The Academic Senate Committee on Research (COR) is essential for developing a culture of research on the campus." In its suggestions for implementation, the millennium committee insists that the campus "increase Committee on Research funding. Such funds may be regarded as seed money for the development of future research proposals."

Despite these warnings, were it not for the special initiative allocation of \$103,000 from the Executive Vice Chancellor this past year (2000-01) our current allocation would be \$10,000 less (\$310,367) than that of twelve years ago (1989) when the funds were spread to a significantly smaller number of faculty. Taking into account both our increase in faculty size and inflation over these twelve years demonstrates further how the shortfall of funds has only become more pronounced over time. According to the UCORP 99-00 Summary of UC Faculty Grant Programs, UCSC is dead last in UC COR budgets. As an example of the disparity in COR budgets, UC Riverside, a comparably-sized campus to UCSC, provides its COR with funding nearly twice that of UCSC's COR budget.

COR's ten-year plan attempts to provide a remedy to this crisis. COR requests a yearly increase in its base budget commensurate with projected campus growth with a target budget of \$1,500,000 in the year 2011. We propose to achieve this growth incrementally with proportional increases over the next decade. These funds are crucial to meeting the research and travel needs of our senate faculty, to foster a positive research climate on this campus, and to provide the necessary seed funds to garner significant extra mural funding. Our request will help to shepherd our growing campus into its proper role as "the major research university for the central California coast."

d. Committee on Teaching: more award funds needed The Committee on Teaching's (COT) long-range planning rests on a vision of UC Santa Cruz that is clearly articulated by the Millennium Committee Report. There it is stated that "UCSC will be an outstanding research university with an uncommon commitment to high quality undergraduate education." The "unwavering commitment to excellent teaching" that the report envisions is crucial, COT believes, because excellence in undergraduate education will continue to be the area that most clearly distinguishes UCSC from other research universities.

The Instructional Improvement Program (IIP), which dates back some thirty years in the University of California, provides seed money to encourage experimentation with new ideas

in teaching and learning at the undergraduate level. UCSC receives an annual Instructional Improvement allocation from the Office of the President, a portion of which (\$120K) is earmarked for individual grants to UCSC faculty and staff. Grants currently available include Course Development Fellowships, New Technologies in Teaching Grants, Major Grants, and Mini-Grants. The IIP represents a successful collaboration among the faculty, academic divisions, administration, and staff on this campus.

- Permanent Augmentation of Instructional Improvement Program (IIP) Funds To Support the Incorporation of New Technologies in Instruction. The Committee on Teaching requests an annual augmentation of \$100K to the current \$120K level of Instructional Improvement Grant funds. The augmentation would be specifically earmarked for experimentation with new technologies in teaching and learning. New Technologies in Teaching grants, which range from very modest amounts up to a maximum of \$15,000, support faculty as they undertake a wide variety of projects incorporating technology in instruction. This is the amount requested in the 2000-01 Initiative Process and awarded on a one-time basis.
- Growth Increase. In addition, COT requests that the existing IIP baseline budget (\$120,000) be increased by \$10,000 per year for the next 10 years, bringing the new total budget to \$320,000 by the end of the period. The point of the latter request is simply to maintain the quality of teaching support at its current level as the university adds 600 new faculty (including 300 new FTE).
- COT requests a permanent augmentation of \$7,000 in order to double the amount of the Excellence in Teaching Award, raising it from \$500 to \$1,000.
- COT proposes a new category of teaching award for departments. COT requests an annual allocation of \$25,000 for a Departmental Teaching Award. Many other universities, including UC Berkeley, now offer an annual teaching award to a whole department in recognition of a particular distinctive contribution to undergraduate education. To receive this honor, departments need to demonstrate change that has had a sustained impact on the teaching and learning of its students.
- COT strongly supports a permanent augmentation in the CTE budget so that the director can hire a full-time additional staff member to better enable implementation of COT initiatives.

e. Faculty Research Lecture Committee: honoraria plus revival of Professor's Inaugural Lectures

The Faculty Research Lecture is given once a year by a distinguished scholar chosen by the Senate Committee on FRL. The FRL on every other campus in the UC system carries with it an award ranging from \$500-5000. In recognition of the prestige of the FRL, UCSC must plan to pay an honorarium with the FRL award like every other UC campus.

The Senate may consider having two Lectures per year, one award to an Associate or Full Professor and one to an Assistant Professor. The monetary award is particularly important for untenured faculty. This, along with the Service Fellows Program (see "Committee on Committees, above) will encourage more participation in both the Senate and the University community by newly hired faculty.

Once the FRL are nominated, the Senate will begin to work with University Advancement so that any advancement opportunities around the FRL research can be explored.

The Senate would like also to re-institute the Professor's Inaugural Lectures, which formerly were presented to the campus and the town communities by newly promoted or newly hired full Professors. Because of campus growth, the new series of PILs would have to be an honor rather than a routine expectation, and we anticipate broadening the charge of the FRL Committee to select the faculty so honored. Informal conversations on this topic have already taken place between members of the Senate leadership and the Chancellor. The Senate plans to work with the Chancellor and the EVC/Provost to explore the possibility of reviving this excellent UCSC tradition, which could be a joint Administration-Senate event that served to publicize and consolidate good relations between town and gown, and may also provide advancement opportunities.

4. SENATE EVENTS

The impact of accelerated growth has already hit the Senate. The Senate as a whole (not just the committees) will need to accelerate the pace at which business is conducted and keep the Senate faculty informed of policies and activities.

a. More Senate meetings with guaranteed space and time are needed. The schedule of one Senate meeting per quarter will most likely be increased to 4-6 meetings per year. Although some savings will be realized by electronic communication of portions of the meeting Calls, the staff time and cost of staging these extra events will need to be included in the budget. As noted above, a guaranteed meeting space must be arranged soon.

b. Orientation for Senate Committees needed in the Fall. The Senate will begin to conduct a mandatory one day orientation/training in the fall for all individuals with Senate appointments. The Millennium Report states that the Senate must "[e]nhance communication among senate committees," and we indeed believe it is vital that faculty doing service be fully informed of current issues from the beginning of the academic year. The goal of this training is to orient faculty to Senate service, concepts of shared governance, campus systems, operations and resources for committee work; to coordinate committee activities from the beginning of the year; to explore in depth the background to major issues facing the Senate for the upcoming year; and to improve the functioning of committees and create a positive experience of Senate participation for those new to Senate service.

The Senate will work with the Campus Management Services to develop this orientation/training program. We anticipate the timing of this training will be after the Chancellor's fall retreat, but with consideration of the issues raised there.

c. Joint Administration-Senate Retreat proposed. In view of recent discussions regarding the planning for growth at UCSC, the Senate would like to sponsor one planning retreat with the administration each year. This retreat might be combined with the Chancellor's fall retreat, or it may be a completely separate, though coordinated event. The goal of this retreat would be to better inform Senate committees of current issues and to substantively discuss curricular and physical planning for the campus.

d. Professor's Inaugural Lecture Series proposed (See 3.e. FRL Committee)

10 Year Planning Highlights

- Review of all organizational and operational activities to establish the optimal model for conducting Senate business.
- Increase web based communications including distribution of Senate Meeting Calls, committee meeting materials, elections and balloting.
- Incremental increases in the Committee on Research grant funds commensurate with projected campus growth to meet travel and research needs of Senate faculty to foster a positive research climate at UCSC.
- Expanded Committee on Teaching Instructional Improvement Program and Teaching Award Program. Establish Departmental Teaching Award Program.
- Expand Faculty Research Lecture Series and revival of a Professor's Inaugural Lecture series.

CAMPUS CONSULTANT FOR INFORMATION TECHNOLOGY

In response to the request that Information Technology be included in to the campus long range planning process, the Information Technology Committee (ITC) has been working through aspects of a strategic planning process, most recently involving a full-day retreat.

The proposed strategic commitments in this report are intended as placeholders in the planning process. ITC is still in the early stages of developing a plan, and while the broad directions now seem clear, there is much to be done to provide more detailed support and clarity about these ideas. Assuming these proposed directions are approved; ITC will focus on them individually, providing detailed recommendations during the next year.

The campus has made significant investments in information technology in recent years, notably toward initiatives that among others include the workstation replacement program, and an ongoing commitment to maintain high quality, relevant student computer labs. As well, divisions have invested significant resources in information technology to support their own specific needs.

Even so, and without the supporting analysis needed to document the point, it is clear to members of ITC that the campus will need to target significant funding and effort if we are determined to successfully compete as a quality research institution, given the significant growth and complexity expected in the next several years. Preliminary analysis of campus readiness relative to what might be called "baseline" service levels suggests several areas that could not support the next few years of planned growth.

Some principles that guided the development of the proposed directions in this report include:

1. Any proposed initiative or direction must support campus goals, as provided by the planning process. IT plays a support and enabling role to ensure the campus uses

technology effectively to serve the instructional and research needs of the academic community.

2. IT planning must include provision for people-related requirements, as well as business process and technology needs. Technology acquisitions and enhancements must include explicit focus on support, training, and leadership needs. Awareness of IT's "backend complexity" suggests a need to provide for "end-user ease of use". This principle cannot be overstated; as the temptation to quickly implement new technologies can too easily overlook the obvious reality that technology exists to support people and the work they do, and requires people to make it useful.
3. Proposals should not depend on predicted technologies. Given the rate of technological change, IT planning needs to develop structures, principles, policies, and funding models that allow early response to innovation. The Millennium Committee's reference to "administrative nimbleness" is definitely an IT objective. The implication is that there cannot be a permanent or static strategic plan for information technology. What is needed is a campus planning process that is attuned to existing and pending changes, is well aware of campus needs and capabilities, is poised to assess opportunities and risks, and can adapt quickly.
4. As part of its support role, IT planning and governance processes inform the campus planning process about potential impacts of technology change, and propose adjustments to campus goals and directions that seem appropriate as responses to these changes. At times, technology suggests improved ways of doing business, sometimes even new goals and strategic directions. Where appropriate, IT planning processes need to provide leadership in focusing campus attention on these opportunities as they arise.
5. In the first phase of IT planning, it is necessary to address what might be called "baseline requirements." While sometimes difficult to define and quantify, "baseline" in this context essentially refers to an agreed level of service that competently and cost-effectively meets campus needs. By first identifying baseline, it becomes possible to consider gaps that exist with current or expected levels of service, and then to determine how to reduce those gaps. Once baseline requirements are satisfied, one can consider investments in more innovative initiatives that build on a solid infrastructure.
6. All of the proposed initiatives identified in this report are vital to supporting the stated goals. The interdependencies between these proposals are complex, and are not easily untangled to suggest which, if any, should be addressed first. ITC members believe that campus plans need to include all of these initiatives at the outset, knowing that it will require several years to fund and complete them all.

Just a few of the external factors and potential drivers of IT development, and that inform IT planning include:

1. As part of their decision process, students increasingly select an institution based on how competitive technologies are used and made available to students.
2. Workplace demands for technology workers place increasing pressure on an organization's ability to recruit and retain qualified professionals.

3. Alternative modes of instructional delivery from competing institutions using technology compete for certain market segments.
4. The University of California's "New Business Architecture" proposal establishes an infrastructure expectation that exceeds the campus capacity to deliver.
5. Web presence is an increasingly critical success factor in many aspects of marketing and development efforts for universities.
6. The rate of technology change continues to exceed an unprepared organization's ability to stay current and focused.
7. Research requirements for bandwidth, storage, and computing capacity continue to push campus limits.

A few factors unique to UCSC that influence the proposed IT directions include:

1. The new campus planning process offers a structure and a goal-driven process, with an opportunity to address long-standing IT concerns.
2. UCSC seems well below a baseline level for its IT services in many areas. Some of this appears related to recent reductions in CATS service capacity in response to earlier deficit concerns. One clear effect is a weakened IT infrastructure to support campus growth.

With that as context, here is the set of proposed strategic commitments for UCSC, respectfully requested to be included as critical elements in the planning process:

Instructional support

Faculty members need to have ready access to technical support services to help with their teaching preparation and delivery. Today's somewhat disconnected and scattered campus support services need to be coordinated, with a plan to ease the frustration and workload that is now an unnecessary, yet routine part of a faculty member's life.

Faculty members report that campus support seems disconnected, that they don't know who to call with questions. There also appears to be some duplication of services, which adds to their confusion. Even though each of the service providers by themselves provides capable and responsive service, including strong divisional support, we need to consider how to better coordinate and focus these services.

Course management software and support is developing rapidly as one way that many faculty members can enhance access to students, and enrich their content delivery. And, the preparation of narratives needs continued support to make it easier for faculty members to create and submit these evaluations to the Registrar.

Instructional space, including classrooms and labs, needs technology and related support to be configured in a consistent, reliable and predictable manner. A plan is needed to evolve flexible and innovate approaches to space design that take advantage of technologies now available. For example, wireless laptops and hand-held devices (PDA's) create an

opportunity for certain courses to use a flexible classroom configuration, rather than a typical fixed workstation setup.

Research support

Large data sets, digital media, complex applications software, and the need to remain competitive with grant applications require a commitment to high quality connectivity resources for all faculty. Some have suggested that the Office of Sponsored Projects provides technology-based services that could be strengthened in support of faculty members seeking funding sources, and in easing their workload with grant administration.

Researchers need easy and reliable remote access to campus services, including email. This need is addressed in part by a stronger IT infrastructure, addressed later.

An increased commitment is needed to acquire and coordinate the technical staff to assist researchers in the design and management of increasingly complex applications and interfaces.

Web presence

The campus interface to the world through its web presence needs increased support to improve the consistency, currency, accuracy and general quality of this service. The University of California's New Business Architecture (NBA) proposal if implemented in any degree, with its strong emphasis on portals, will require a significant commitment of resources spread over several years to implement.

It is hard to imagine remaining competitive in today's market for students, faculty, donors and staff without a robust, accurate, engaging web presence. As just one example we understand that approximately 50% of all graduate students now apply to UCSC through a web site, as part of a trend that may eventually include almost all applicants.

At present, the Public Information Office is responsible to support the main campus web site. However, they have limited and shrinking funds to maintain, let alone to enhance this service, and to provide very much more than a working access point to campus services. If we decide to support a move to portals, we would require a major infusion of support probably to a central office, including new kinds of positions, such as professional writers.

There exist several hundred active campus-based web sites, with varying levels of accuracy, timeliness and consistency. These reside on a diverse set of servers, and we simply don't know what security and maintenance concerns might exist with most of these. We are aware of at least a few mission critical applications with sensitive data that reside in insecure locations, without reliable backup and without secure remote storage practices.

The campus approach to web presence needs to connect with a general campus communications plan, with respect to format, content and delivery. Policies and coordinating mechanisms are needed for this to work effectively.

ITC has started a web presence review starting with an inventory and assessment of existing services, with a more comprehensive review of future directions that will build on this information.

Connectivity/network development

The campus needs to implement a version of a proposed cable and wiring upgrade plan to bring buildings to an acceptable level. With this, we need to commit to regular, ongoing network upgrades. The network-funding model in place today keeps the existing network infrastructure maintained. What it does not do is create a solid foundation to sustain growth. Once implemented, the upgrade plan promises to ensure the campus can stay competitive and flexible in providing all campus users with the band width needed for whatever technologies emerge in the next several years.

Wireless applications have started to appear in response to local needs. For example, a small wireless hub exists in faculty housing, there is interest in a Library-supported wireless lab, some researchers set up temporary wireless connections for visiting colleagues, and a few units use wireless for internal use.

Although we can't expect wireless to replace the need for high-speed fiber access, there will be steady growth in the demand for wireless applications. The campus needs to be ready with security measures, business models to facilitate user needs, and support for prospective adopters. At some point, the funding model for network connectivity may need review to deal with wireless installations.

Finally, telephone communications will eventually be just another part of the campus network. We will need to consider how and when this transition will occur, as part of a campus connectivity plan.

Campus business processes and infrastructure

The establishment of a strong technical infrastructure is essential to providing competent support for any IT initiative. An IT Infrastructure encompasses several critical elements not presently in place, that include but are not limited to an adequate directory of all persons associated with mission critical campus systems, secure and consistent user authentication to ensure only authorized users can access campus services, and of course email (or "point to point" communication).

Infrastructure commitments are inextricably linked to all other initiatives. For example, the development of portals requires an accurate and timely directory to allow web users to find people in the organization. A directory is also essential where it may be important to provide authentication of users from one access point. A directory enables data warehouse users to readily track campus activity of all types for any one user or category of users. A directory can even support aspects of diversity, as minority or special interest users identify other people with shared interests. It even helps with a need as basic, and as yet unmet, as centrally supported email class lists, to provide easy access by faculty members to students.

As the campus increases its use of campus calendaring, document management, and workflow processes as an expected way to do business, we will need better coordination and deployment of campus resources to provide high quality and consistent service levels. These trends really address a broader need related to technology-enabled campus communication strategies. Communication planning considers the long promised "paperless" office, on-line reporting tools, on-line training, on-line query access, and document routing. An example of

an initiative in this area would be a project that would focus on finding ways to reduce paper routing between offices, and to improve delivery time of information.

We need to review our email service in the context of future communication requirements. Coordination is needed to consider a number of important policy and resource allocation questions, such as the inconsistent levels of service now offered across the campus, and how to adopt a common naming convention (i.e. user@ucsc.edu.)

As the UC system develops its New Business Architecture plans, the campus needs to be ready to participate. Changes may be required to our human resources and PPS systems that flow from these plans, and that will directly impact our core systems including our need to commit resources to bring them in line.

Future business system changes will involve the development of a “just in time/just for me” approach, supported by the portal concept. This will move the campus increasingly toward a self-service model.

All campus administrative systems will be affected by growth, particularly as they attempt to provide support for an expanding user base. Also, the campus needs to develop policy and funding solutions for these systems to be regularly upgraded, and for servers to be replaced in an orderly, scheduled manner. At present, we have no central business systems that are funded to provide routine upgrades to software and hardware.

Academic Information System (AIS)

The proposed AIS system is technically only one aspect of addressing campus business processes and infrastructure. However, this particular application will significantly impact campus systems development and deserves separate attention as a strategic issue. This system will cost more to implement than any application to date. More importantly, this system establishes a pattern for campus systems practices that include issues such as governance, funding, system ownership, accountability, and service level agreements. Implementation of AIS will require us to be very clear and thoughtful as we work through each of these critical success factors. Even campus culture will be affected in positive ways as we establish practices and policies that can act as guidelines for all other systems projects.

The AIS system provides the opportunity for the campus to engage students and prospective students in ways not possible today, and will enable the campus to stay competitive in using technology as a tool in its recruiting and retention efforts.

Quality of work/life

The adoption of technology in the organization offers the potential to affect peoples’ work in positive and in adverse ways. Productivity and morale can be enhanced, and can also be significantly reduced by the technology choices made and how they are implemented.

In the next several years, the campus will experience workload increases that flow from growth and complexity that can be aided by thoughtful systems planning, and by a commitment to address inefficient applications and processes as a response to the requirements of growth.

Just one example of a system needing attention is the time and attendance system. Each of the service centers has had to develop its own, independent system to capture hourly time data from employees. This data is entered into the service center's locally developed system, a report is printed, and the results are then entered into PPS. This duplication of effort and potential for error is apparent to anyone directly involved. People feel frustrated, and wish "someone" would do something. A solution to this problem would improve productivity and morale, and would contribute to people feeling supported in their work.