January 24, 2013

Alison Galloway
Campus Provost and
Executive Vice Chancellor

Dear Alison:

RE: Resource Planning Targets for 2013-14

I write to convey the Humanities Division’s strategy for accommodating the permanent budget reduction of $286,300 allocated to us in your letter of December 7, 2012.

As requested, attached are Divisional organization chart (Attachment I), the responses to the template questions (Attachment II) and the spreadsheet indicating how the reduction will be allocated across our broad functional categories. The remainder of this letter provides context for understanding our strategy.

Planning Background

As noted in last year’s response (April 16, 2012), my goal was to assign this budget reduction primarily to the Division’s academic support budgets (i.e., allocations of continuing core funds to areas other than academic salaries and TAships). This goal reflected the fact that the majority of previous budget cuts had been accommodated through elimination of faculty provisions and there is a pressing need to continue to renew the senate faculty in the face of retirements and to ensure that areas of core curriculum primarily supported by non-senate faculty can be sustained at current levels of capacity. The final scale of the budget reduction target combined with the fact that we had a two-year planning window has made it possible to achieve this goal.

In June I convened an “Administrative Effectiveness Review” to facilitate the Division’s brainstorming and consultation on how departmental and divisional units would be able to respond to these reductions. The Division’s department managers met regularly over the summer and provided a helpful report that stimulated discussions among the chairs and the broader divisional staff. So far this review has guided revisions to some policies and procedures aimed at reducing workload of low value as well as the restructuring of the staffing in the Division’s Academic Service Center. (The Division provides certain
services to faculty and staff through a divisionally supervised service center rather than through departmental offices.

The Division has for several years taken incremental steps to collect continuing funds in small amounts as staff positions have turned over or units have been consolidated or restructured. As of the current fiscal year, the division held as reserve of $107,088 in “deallocated” I&R Support.

Phase I: 7/1/13 Allocation of the Cut

I am taking this opportunity to buy back 0.83 FTE of TA funding at a cost of $29,307 in continuing funds. This partial TA FTE was surrendered in an earlier round of budget cuts as an expedient way of reaching a final target when there was little flexibility in other areas. TAships continue to be fundamental to the Division’s ability to provide undergraduate curriculum capacity and graduate student support. This buy back ensures that in the future the Division will receive the full amount determined by the central allocation formula and more accurately reflects our priorities.

Combined with our assigned planning target of $286,300, the TA buy back requires that we distribute a total of -$315,607 in this process. All of the Division’s reserved I&R Support of $107,088 will be devoted to this reduction. In addition, 2.00 FTE of open, unfilled staff provisions formerly assigned to the Division’s Academic Service Center will be eliminated. (This leaves 3.0 FTE allocated to the service center.) With the Employee Benefit Rebate on these two positions, this contributes a further $120,203 to the cut.

The remaining $88,316 will be allocated proportionally to the operations (sub 3) budgets of all units in the Division. This constitutes an approximately 10% across board cut in continuing core funding for operations. However since the majority of each unit’s operations allocation is a “pass through” for the IT info-user fee, the effective impact on unit operations is more like 20%. Staff and faculty will therefore need to devote some attention to strategies for reducing the expenditures charged to these accounts.

Phase II: Rebench Allocations for Support

We will monitor units’ success in reducing expenditures charged to core operations accounts and have some reasonable expectations that they can achieve some savings—either by elimination of the expense as in further reductions to printing and copying or by shifting to more appropriate fund sources (such as gift funds). However it is clear for several reasons that we will need to move immediately into a “rebench” phase, to fit as well as possible the allocations to units to their current scope and volume support service. I anticipate that this will result in differential reallocations across the various units.

I note for the record, though, that much of the expenditure—whether in visible dollars, unmeasured staff time and attention, or invisible opportunity costs—are not under the complete control of the staff and faculty within the division.

A case in point is the info user fee rate. Allocations to our units to cover those
charges constitute 53% of the operations budgets across the division. Hence any increase in those rates will have the effect of adding to the effect of the cuts allocated here.

This is true at a time when those fees are probably at lowest ebb due to loss of faculty and decrease in graduate student enrollment. As we work to reverse these declines, progress will entail that we find continuing funding to augment the support budgets for these baseline charges, not to mention the additional demands entailed by the technological developments in Humanities research and teaching. This adds to the urgency for reviewing past campus practice in I&R allocation. I would urge you to increase the Humanities I&R rate (which of course serves as the baseline for the rest of the campus) and to provide I&R allocations for authorized faculty recruitments regardless of whether the FTE is a Divisionally-held one or a “new one.”

In addition, and just to savor the irony, I note that the first impact of the implementation of the efficiency oriented UC Path project (after the time and attention demanded of the various staff who have had to take on the task of campus coordination of its local implementation) is that the transactional workload of staff and faculty supervisors was doubled relative to the existing monthly pay cycle.

Hence the work of final implementation of this budget cut and documentation of its actual impacts will take longer and will not be legible in summary budget figures.

My primary concern remains that we help faculty and staff find resolutions of the dilemmas of sustaining existing core operations while continuing to develop the excellence of our teaching and research programs. Key to this outcome will be sustaining the Division’s recent progress in increasing grants and annual gifts.

Sincerely yours,

[Signature]

William A. Ladusaw
Dean of Humanities

Cc: Chancellor Blumenthal
    Senate Chair Konopelski
    CPB Chair Westerkamp
UC Santa Cruz
About the Humanities Division

The humanities are the cornerstone of higher education. They underpin all the academic disciplines by shedding light on the underlying assumptions of social policy, technological development, economic planning, and public and private values. Study of the humanities provides students with historical perspective and cultural awareness, and with the ability to express themselves clearly and accurately, to evaluate critically both ideas and actions, and the courage to make choices on shared values and priorities.

UC Santa Cruz Humanities programs are nationally recognized for their quality and for the prominence and dedication of their faculty. Undergraduates in the Humanities have the opportunity to work closely with faculty mentors on research projects with award-winning results.

Along with our diverse academic departments, the Division of Humanities is home to a wide variety of interdisciplinary collaborations, path-breaking special projects and research programs, and unique areas of study. For example, the History of Consciousness Department is a nationally and internationally acclaimed doctoral program, while the Linguistics Department consistently ranks among the top five programs in the country. In addition, the Institute for Humanities Research offers scholarly conferences, distinguished guest speakers, and colloquia that enhance the intellectual life of the campus. The Feminist Studies and American Studies Departments and our new Jewish Studies major maximize the strengths of our faculty in history, literature, and philosophy. The Humanities Division is also home to the Dickens Project, an internationally renowned research group; the Satyajit Ray Film and Study Collection, at work preserving the films and archives of the Bengali master filmmaker; and the Linguistics Research Center, which facilitates and disseminates original research in theoretical linguistics.

We invite you to discover the Humanities at UC Santa Cruz! Explore this web site. Attend a public lecture given by a world-class UCSC scholar. Read a book written by a distinguished faculty member. And please consider supporting the Division's education, research, and outreach activities with a financial gift. Your generous commitment will sustain the path-breaking scholarship and rigorous teaching that will transform our world for decades to come.
Division: Humanities

Attach an organizational chart and no more than a 1 to 2 page summary of the functions performed in your division. (See Attachment I)

What priorities are you addressing with one-time funds or through internal reallocation?

One-time funds continue to be used to underwrite the undergraduate curriculum, including substantial portions of the lower division offerings in Languages. Visiting Assistant Professor positions have been used to bridge expertise in research and teaching in Philosophy and Literature in advance of authorization of permanent senate faculty recruitments.

All faculty positions vacated by retirement or voluntary separation revert to the Division for reallocation to the area of greatest need and alignment with Divisional priorities and assessment of greatest impact.

The structure and function of academic support within the Division has been under continual review for several years and will continue. This allows gradual realignment of continuing funds to the most effective support of core operations while preserving the Division's ability to support the faculty's aspirations to excellence in research, teaching, and public service.

What is your highest priority for new funding?

Our highest priority remains the (re-)funding of additional faculty provisions together with I&R support allocations. While we have rescaled our academic plans to respond to emerging constraints on "size and shape", additional faculty provisions are needed.

What divisional functions are critical to preserve? Please indicate why.

At a general level, all divisional functions are directly tied to providing faculty and ensuring support for their responsibilities in instruction and research.

More specifically, the Division continues to review its administrative processes and the organization of its support staff to ensure that expenditures of funds, time, and attention are aligned with core responsibilities while ensuring the capacity to aspire to excellence. This involves effective, flexible interaction between departmental management and division-level support units like the Institute for Humanities Research and the Academic Services Center, which includes IT support for instruction and research.

What process was used to arrive at the list of programs or services that would be reduced or eliminated to achieve your reduction target?

In June 2012 the Dean initiated an Administrative Effectiveness Review to inform the process of preparing for this budget reduction by gathering suggestions from the staff and faculty to guide discussions within the Divisional Council (department chairs and managers together with senior divisional staff) about how best to respond to allocated budget reductions.

As noted in the cover letter, the allocation presented here represents the first stage reduction, with 2/3 accommodated by across-the-board reductions to operations budgets. In the second phase, operations budgets will be "rebenched" against revised assessments of future size and shape, with funds reallocated from resources recovered through restructuring or through allocations associated with new faculty recruitments.
### PLANNING TEMPLATE FOR 2013-14 PERMANENT CUTS THAT WILL BE IMPLEMENTED BY JULY 1, 2013

**Divisions:** HUMANITIES

**2013-14 Permanent Planning Target:** $286,300

**Directions:** Describe the reduction, as burn, n/a, a development. The description should equal the Preliminary Planning Target.

**Description:** Describe the core-funded functions or services that will **NOT** be reduced, and describe the functions/services that **WILL** be reduced, restructured, or eliminated.

**Impact:** Describe who will be most affected by the proposed reduction. Does it affect students, faculty, or staff, particular units, or a broad section of the campus?

**Risks:** What are the risks or consequences of the proposed reduction? Is the risk high, medium, or low? How can the risks be mitigated or reduced?

**Timeline:** Indicate whether the cut can be implemented by July 1, 2013. If not, indicate estimated planning required.

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### Reduction Options Under Consideration for 2013-14

<table>
<thead>
<tr>
<th>Department or Program</th>
<th>2013-14 Core Budget</th>
<th>Planning Target (SS)</th>
<th>What functions or services will be reduced, restructured, or eliminated?</th>
<th>What is the impact inside the unit or division?</th>
<th>What is the broader impact (outside division)?</th>
<th>What are the risks or consequences?</th>
<th>Rank the risks as high, medium, or low.</th>
<th>Effective date</th>
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</thead>
<tbody>
<tr>
<td>Humanities Division</td>
<td>$17,731,400</td>
<td>$286,300</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Funding Assistant</td>
<td>$1,770,900</td>
<td>-929,300</td>
<td>Buy-back of 0.83 FTE of TA funding from center to Humanities; this reduces the TA portion of the budget cut originally submitted by Humanities back in 2009-10; this restoration is funded by the I&amp;R division.</td>
<td>0.83 FTE T.A. = 5 TA's to increase UG enrolments and provide Grad Support funding to more UG and Grad degrees</td>
<td>Increased Grad Support, more Grad degrees to help campus reach 12% goal</td>
<td>n/a</td>
<td>7/1/13</td>
<td></td>
</tr>
<tr>
<td>Divisional Grad Support</td>
<td>$35,000</td>
<td>$6/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Staff positions allocated to departments</td>
<td>$1,049,400</td>
<td>$6/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Staff positions allocated to divisional support</td>
<td>$1,105,221</td>
<td>$82,236</td>
<td>Elimination of 2.00 FTE of open, unfilled staff positions from Humanities academic services unit</td>
<td>n/a</td>
<td>Increased Grad Support, more Grad degrees to help campus reach 12% goal</td>
<td>n/a</td>
<td>7/1/13</td>
<td></td>
</tr>
<tr>
<td>Operations &amp; supplies, allocated to departments (includes endowed scholarships, unrestricted)</td>
<td>$535,668</td>
<td>$49,870</td>
<td>2% cut to allocations to all department operations accounts; endowed scholarships/exchange not affected. Because of fixed Info User charges, this means effective 30%-40% reductions in copying, supplies.</td>
<td>Reduced flexibility in curricular augmentation and cross-disciplinary initiatives, co-ownership across divisions</td>
<td>Medium risk. Variable impacts on all services, but especially on faculty travel, research activities, and event support.</td>
<td>n/a</td>
<td>7/1/13</td>
<td></td>
</tr>
<tr>
<td>Operations &amp; supplies, allocated for divisional support (includes II, research support, facilities)</td>
<td>$336,478</td>
<td>$38,446</td>
<td>Reduces flexibility of HHR infrastructure to support events, fewer supplies, deferred II equipment renewal, less comprehensive external reviews, less matching funds, less support for visitors, research and events.</td>
<td>Increased reliance on extramural funds for aspirations to excellence.</td>
<td>Medium risk of negative impacts on education; increased need for faculty attention to developing extramural sources of funding.</td>
<td>n/a</td>
<td>7/1/13</td>
<td></td>
</tr>
<tr>
<td>Unallocated I&amp;R Support (excluding portion earmarked for TA buy-back)</td>
<td>$107,088</td>
<td>$107,088</td>
<td>Cut remaining unallocated divisional I&amp;R funding (includes $92,397 portion for T.A. buy-back)</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
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<tr>
<td>Employee Benefit Reimbursement</td>
<td>$98,300</td>
<td>$37,667</td>
<td>See separate calculation below</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
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</tbody>
</table>

**Total:** $17,721,409

**Effective date:** 7/1/13

### Calculation of employee benefit reimbursement:

<table>
<thead>
<tr>
<th>Position</th>
<th>Salary</th>
<th>Base</th>
<th>Total</th>
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<tbody>
<tr>
<td>Assistant I salary</td>
<td>$41,268</td>
<td>$18,834</td>
<td></td>
</tr>
<tr>
<td>Assistant II salary</td>
<td>$41,268</td>
<td>$18,834</td>
<td></td>
</tr>
<tr>
<td>$82,536</td>
<td>$37,667</td>
<td>$18,834</td>
<td></td>
</tr>
</tbody>
</table>

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**Attachment III**