

# UCSC's world-class budget headache

*Editor's Note: This is the first of a two-part series on the crisis in funding for higher education. Today's focus: UC Santa Cruz. Next: Cabrillo College.*

By JOHN ROBINSON  
Sentinel staff writer

SANTA CRUZ — Chancellor Karl Pister no longer takes solitary walks around the UC Santa Cruz campus.

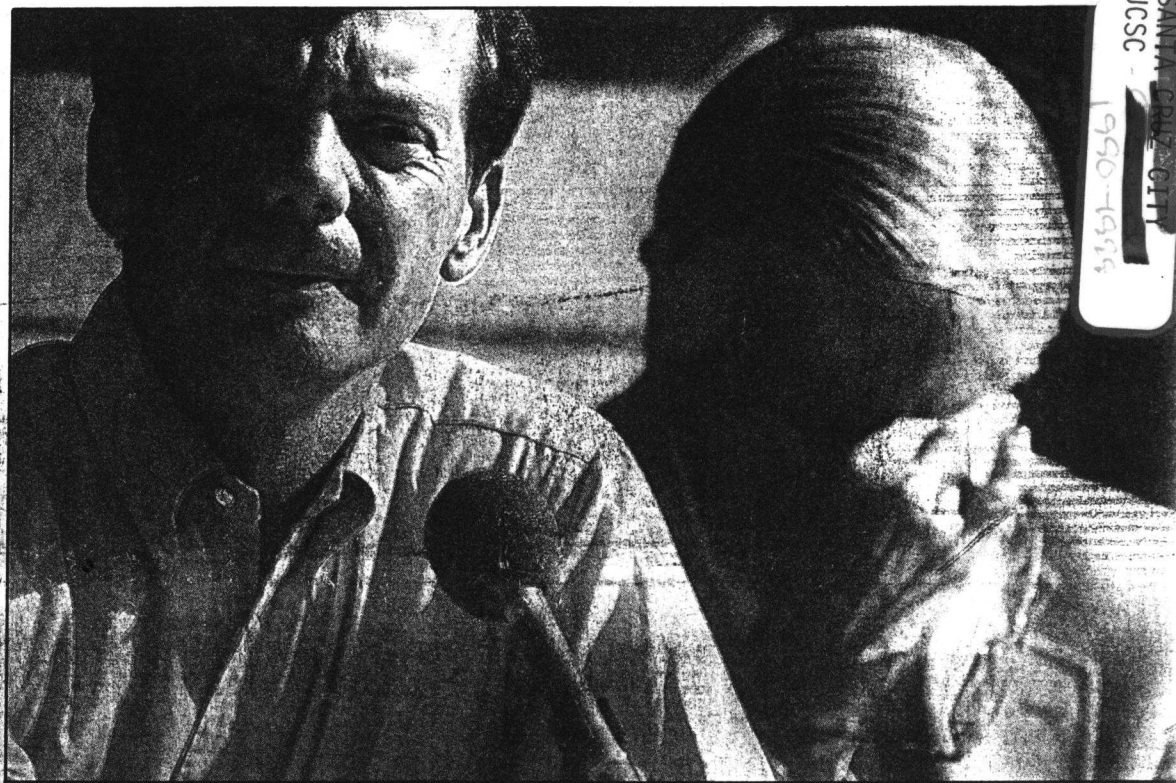
The doors to his office are secured by police handcuffs so they can't be forced open, and outside, in the once pristine McHenry Library foyer, a rag-tag band of students continue to camp out, covering the windows with posters listing their demands.

UCSC has become a campus besieged — and the issue is money.

"The honeymoon, obviously is over," said Pister, who was installed as the campus's permanent chancellor only a month ago.

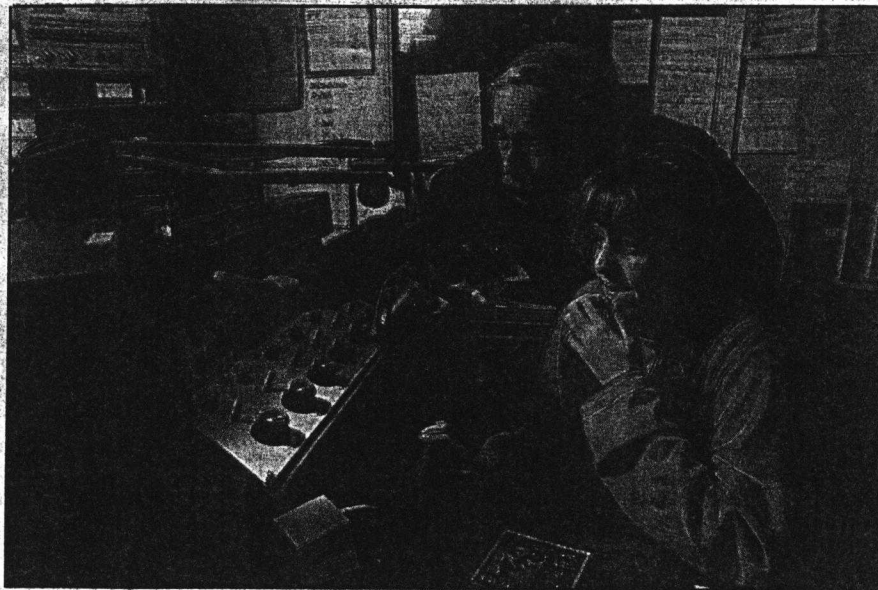
Over the next few months the campus will begin a two-year process of cutting \$11 million from its \$100 million in state money. When the cutting is

*Please see UCSC — A2*



Bill Lovejoy/Sentinel photo

UCSC Executive Vice Chancellor Michael Tanner and Chancellor Karl Pister will shoulder much of the burden of making \$11 million in budget cuts.



John Sandige of UCSC shows freshman volunteer Kara Anderson the KZSC control board. The campus station faces loss of funding.

## Ethnic diversity now a priority

By JOHN ROBINSON  
Sentinel staff writer

SANTA CRUZ — The only programs that promise to emerge unscathed from the budgetary battlefields of UC Santa Cruz are those dealing with ethnic diversity.

From Chancellor Karl Pister on down — from academic deans to protesting students — only one priority has clearly emerged and that is a call for more students of color on campus.

"My highest priority on this campus, after maintaining the quality of instruction has to be increasing ethnic diversity," Pister said.

The reason is pure and simple, according to Pister, who points out that by the year 2005, more than 50 percent of high

*Please see DIVERSITY — A2*

# Diversity

*Continued from Page A1*

school graduates will be Latino, while white students become a minority.

At UCSC about 10 percent of the students are Latino while African Americans represent about 3 percent. About 60 percent of the students are white.

If the society of the state is to prosper as a whole, the emerging minorities must have access to higher education, Pister said, otherwise they will be denied access to higher-paying jobs and leadership roles.

"If we don't educate the young men and women to be leaders in the California of the next century, then the university is failing in its mission," Pister said.

Luis Zavala, a Latino student activist, puts it even more bluntly.

"If this state refuses to educate Latinos, essentially they are going to self-destruct, and you guys are going to have a revolution in this state and there will be a lot of casualties," Zavala said.

At UCSC that cost will come at the expense of many other activities and programs, administrators say.

Within every division are courses that are considered vital to supporting minority students, which will be the last considered for cutting.

An example is in the natural sciences division, the largest on campus, where administrators have already removed from cuts programs such as Academic Excellence, which offers extra course sections and tutors for minority students.

In other areas such as student services, no financial aid programs benefiting diversity on campus will be cut, administrators said.

Administrators say that a large part of student fee hikes will be used to ensure more financial aid for under-represented minority students.

In fact, the protection from cuts has many program administrators claiming that they are vital to diversity. An example is campus radio station KZSC-FM, which claims it offers a communications network to minority students that is essential. The station is facing virtual elimination under some projected budget cuts.

Exactly what programs are vital to diversity will be decided by students, faculty and administrators in the coming months.



# UCSC budget

Continued from Page A1

done, entire programs will be eliminated, jobs will be lost and students will be paying more and getting less.

In broad terms, educators say it will be a disaster for the state if the university fails in its mission to provide a world-class education for the state's top high school graduates, especially for minorities and the poor.

In more immediate terms, it means widespread anxiety that only recently boiled to the surface here in a series of student protests over impending program cuts and fee hikes.

While UCSC employees may not be marching, they are equally anxious.

"It's as if the (budget) earthquake finally got to the university and it's shaking the university's basic, fundamental foundation," said Eugene Garcia, UCSC dean of social sciences. "We'll survive, but we will come out scarred."

## The situation

After months of deadlock, the state legislature passed a budget that was \$255 million less than Gov. Wilson had proposed and \$450 million less than the university system had requested.

The \$1.89 billion budget was \$30 million less than the university's worst-case scenario; it represented a 10.5 percent cut from the year before.

All nine UC campuses will share in the cuts, spread over two years to ease the burden.

At UCSC, administrators must cut \$5.4 million from this year's budget, and at least that much from next year's.

"We are going through what is almost historic in proportion in the budget cuts we are facing," said Executive Vice Chancellor Michael Tanner. "You have to go back to the Great Depression of the 1930s to find something comparable."

The cuts are campus-wide; each academic and operational division has been given a rough amount to be trimmed. The final budget and specific cuts will not be decided until next spring at the earliest, officials said.

Estimated division cuts for this year are as follows:

Natural Sciences must cut from \$1.8 million to \$2.2 million; Social Sciences, \$1.1 million to \$1.3 million; Humanities, \$1 million to \$1.2 million; Arts, \$500,000 to \$600,000; Business and Administrative Services, \$1.3 million to \$1.5 million; Student Services, \$547,000 to \$656,000; Human Resources \$150,000 to \$179,000; chancellor's staff, \$442,000 to \$530,000.

(The top-range figures admittedly exceed the \$5.4 million target at this point.)

Administrators must decide what to cut.

The UC system is planning to cut 2,000 administrative and non-administrative jobs system-wide this year. Another 1,500 instruction-related jobs will be phased out over the next three years.

How many jobs will be cut at UCSC is unknown at this time.

UCSC administrators say they must evaluate what programs, resources and employee positions are most vital, both for running the university administration and providing for students.

It is not an easy job.

Roughly 70 percent of UCSC's \$100 million budget is spent on salaries, including more than \$44 million for faculty.

"Either we take steps to decrease personnel or we will be facing layoffs, or we cut very hard on other categories," Tanner said. "but you can't do that too much, because if you don't have supplies you can't run a chemistry lab, and you've got to have electricity and heat in the classrooms. There's not a whole lot of flexibility."

Administrators say the first to lose their jobs may be lecturers and other part-time academic staff. Tanner said they won't be laid off, just not rehired.

The university offered an early-retirement program, but at UCSC and system-wide, the response has been less than expected.

At UCSC, about 60 took advantage of the offer. According to Tanner, the total budget savings from

early retirements is only about \$2 million a year.

Staff employees will probably be forced to work fewer hours, or take furloughs during the summer, which will cut their incomes.

Almost all vacant positions, academic and staff, are not being filled.

Other cuts will involve class offerings, and programs, administrators said. Such programs could include student service areas such as the campus radio, KZSC, sports as well as academic offerings.

"We are going to cut down on the number of support functions and try to phase out whole activities," Tanner said. "It's not a matter of working 10 percent harder or 10 percent faster, but certain things we're going to have to completely give up doing."

Administrators say it won't be easy after three years of staffing cuts.

Many departments absorbed a 5 percent cut last year, for a 17 percent cut over three years.

Least likely to be cut are tenured professors and programs that support ethnic diversity on campus, administrators said.

"About 70 percent of our budget is what we say is protected money, mainly tenured faculty," said an administrator now figuring cuts in one division who did not want to be identified. "We can't touch these people. It would take an act of the regents to declare a fiscal crisis to remove any of them. So we must find the cuts in the remaining 30 percent."

That means some programs will be hit harder than others.

As for academic programs, administrators say the priorities are the core undergraduate courses and all programs that support ethnic diversity.

"If a proposed cut comes to me that impacts increased diversity on this campus, it won't make it," Pister said.

The reason, according to Pister, is that the university is having a difficult time recruiting and retaining minority students, and that it has a responsibility to represent the ethnic makeup of the state.

Such ethnic considerations may come into play should there be staff or faculty layoffs, but administrators refused to talk for publication on the topic until it is known if layoffs will occur.

## The process

The prospect of budget cuts has been looming over UCSC for more than a year.

In anticipation, each division dean was given possible cut ranges and ordered to start figuring how to accomplish them. Since the summer, various committees have been working on options.

No specific program cuts have been decided, administrators caution, but nothing is immune.

Much of the power over what will be cut is held by the division deans, who will evaluate their staffs' suggestions, then present a plan to Pister and Tanner, who will have final say.

"I have to look at all the operations in our unit and make assessments as to what our highest priorities are," Garcia, dean of social sciences, said. "We have to decide what our mission is, look at our resources and change the way we do things."

For Garcia's division, it means a restructuring in administration, as well as evaluating which classes are more important than others.

"For example, and this is not decided, I might have to say Economics goes, and Sociology stays," Garcia said. "It's my decision."

Such decisions will come only after extensive staff, faculty and student input, he emphasized.

On Nov. 24, the deans, administrators and faculty leaders will meet to decide a campus-wide priority for cuts and underlying philosophy, to aid the deans in their decision.

By February, the proposed cuts should be known in detail, program by program and dollar by dollar, administrators said.

From there, Pister and Tanner have final power over all decisions.

"I will listen to everybody and try to get a consensus," Pister said. "Then Vice Chancellor Tanner and

I will take the best information and make the final decisions. Somebody has to do that. That's what the regents put a chancellor here for."

Some on campus have been critical of the process, both on the UC system and UCSC levels.

Tanner admits the university was unprepared for such cuts.

"It's accurate to say we're not adequately prepared for cuts, downsizing and a major reduction of the budget," Tanner said. "I can understand well why the social psychology of the University of California is not prepared for they (career administrators) have gone through a period of sustained growth since 1950."

## What's the impact?

Larger classes and fewer offerings may be one immediate result of cutting back on part-time teaching staff, administrators said.

Without lecturers to teach many classes, tenured professors may have to teach more, which would cut into their research activities.

"Most people (professors) fear it,

APTOS BRANCH LIBRARY  
7035 Soquel Drive  
Aptos, California 95003  
REFERENCE

J.C. Bent.

11-15-92

or are resigned to it," Machotka said. "We're not certain it has to take place, at least not as much as suggested. We may have to teach more, but we wouldn't necessarily have to de-emphasis research."

Machotka said it is important the faculty and university maintain their national and international academic reputations, both in research and scholarship.

A cut in lecturers would mean less variety in subject offerings and fewer classes offered in the same course. That will lead to more students per class and, many say, reduced quality of instruction.

The current student/teacher ratio at UCSC is 19.6 students per faculty member.

Fee increases of \$550 per quarter are now being considered by the regents to help ease the budget crises. If the fee increase is passed as expected by the regents next week, undergraduates will pay an average of \$3,594 per year beginning next fall.

By comparison, in 1989-90, undergraduate fees were \$1,634.

Higher fees make it more difficult for many students to attend school, especially targeted ethnic groups such as Latinos and African-Americans.

According to Garcia, a study at UCSC on why Latinos failed to graduate found financial problems the root cause.

Other plans call for reducing the UC enrollment by as much as 16,000 students, or about 10 percent, over the next decade.

If the enrollment is reduced, the UC system will no longer be able to accomplish its mission of providing a university education for the state's top 12.5 percent of high school graduates, Pister said.

At UCSC, enrollment cuts would slow plans to increase the student body from 10,000 students currently to 15,000 students by the year 2005. Long-range construction plans also would be affected, although the building of Colleges 9 and 10 will continue as they are already funded.

With enrollment cuts, UCSC could lose up to 1,000 students.