

To: Chairs and Directors  
Date: October 17, 2011  
Re: Addressing next year's budget reduction

Dear Colegas,

As promised, here are the guidelines for discussion with your faculty concerning the looming budget cut of \$1,800,000. We must make plans to face this reality as awful and difficult as it will be. Our Assistant Dean, Penny Portillo, has assembled two documents to inform your discussions: 1) a budget impact analysis IF School requirements were modified and 2) language requirements at other UC campuses. Our Finance Director Kevin Kramp has also provided a third document: 3) a break down of School expenses. These attachments should be distributed to your colleagues in preparation for your meetings.

In examining these materials, three things should be kept in mind. First, the School creates 67 TA sections in addition to the 654 TA sections in our permanent budget; this extra expense hovers around \$500,000 per year. Remember the more undergraduates we have enrolled in our courses, the more TA support the School will receive as part of its permanent budget. So there is very real incentive to bolster undergraduate enrollments for graduate support.

Second, our School has the most expansive language requirement among the five UC schools surveyed (Berkeley, UCLA, San Diego, Davis, and Santa Barbara) and at these other campuses, individual departments, rather than Schools, set additional language requirements. While many colleagues can understandably take pride in our model, others may find it a hindrance in recruiting new majors.

Third, the School has \$36,612,327 in expenditures. But of this figure, almost \$24,000,000 is in Senate faculty salary (\$13.7 million), staff salary (\$3.4 million) and benefits (\$6.6 million). As you are aware, staffing is at the bone, so instructional cuts in some form must occur. As you discuss potential budget scenarios internal to your department, priority should be given to partner appointment commitments. We must do all we can to honor TA commitments to students. While trying to minimize the impact of these reductions in instruction on undergraduate and graduate students, extremely difficult decisions are on the horizon.

The central questions I would like departments to discuss include:



1) What is the department's position on the Schoolwide requirements of 2<sup>nd</sup> year language and Humanities Core? Would departmental requirements better serve your majors? Please provide a brief academic (not budgetary) rationale.

Requirements, whether by School or department preference, could take various forms:

- a) Keep requirements as they are: Humanities Core (or for transfers, who now make up more than half our entering class, a collection of General Education Humanities classes, usually at Community Colleges, count as a Core alternative) and 2 years of language.
- b) Humanities Core and 3 Humanities electives (that can be tailored to the major)
- c) 2 years language and 3 Humanities electives (that can be tailored to the major)
- d) 6 Humanities electives (that can be tailored to the major)

Other possibilities might include participation in the Freshman Integrated Program or lower division writing requirements housed within the major.

Without any predetermined notions, I wonder IF the majority of departments do not want to deviate from the 2<sup>nd</sup> year language/Hum Core model. If so, then changing from School to department requirements might have only a slight impact on our 2<sup>nd</sup>-year language and Hum Core programs while still allowing a few units to act upon their preferences. Of course, there exists much speculation on this point and having input from as many colleagues as possible will be essential.

2) The School must increase undergraduate enrollment to secure its financial health. Public universities are increasingly "state-located" rather than state-supported and the UC system proves no exception. Without the political will in Sacramento and robust extramural grants, the School of Humanities relies on student credit hours to compete for scarce resources. We are in a "butts in seats" situation. The EVC has informed me on several occasions that UCI has 28,000 undergraduates and the School must do a better job of attracting them to our courses. Therefore, I would like every department (save for Classics) to address the following question:

What departmental plans are in the works to develop one big-ticket GE course (300+ enrollment) or to enhance a current relatively robust GE offering? Please

provide a one-paragraph description of this course including the names of faculty willing to offer it.

3) What ongoing support can we offer to CTI and HOT in this budget crisis? The Critical Theory Institute has lost its ORU status and funding. Given the School's historic and current strength in critical theory, what resources should the School devote to CTI? This spring the Institute will move to renovated space on the third floor HIB and this commitment will not change. Conversations have begun with the School of Social Sciences and the Office of Research on cost-sharing proposals and once more details are available, I will share them with chairs and directors and HEC. Similarly, Humanities Out There is now supported strictly from School funds as the Dean's Office, English, and History contribute to two TAships. Can we continue HOT into next year?

4) Finally, what creative ideas for budget reductions would departments like to share with their colleagues? The Dean's Office certainly welcomes any and all ideas for enhancing undergraduate education and majors. (Currently only 8% of UCI undergraduates are Humanities majors.)

For individual language departments, our office will be happy to provide additional data that can be customized for your needs.

Obviously, these conversations cannot be rushed. While mindful that any changes to the catalog must be submitted in early December to take effect next year, these decisions are far too important to be made in haste. But we must start the conversations and I ask that the departmental reports (no more than 2 pp., preferably in electronic form) be submitted to the Dean's Office by November 10<sup>th</sup>. We will go through the reports, synthesize findings, and distribute them to chairs and directors and HEC for further discussion. A general Town Hall meeting will also be held.

We are all in this together. The Dean's Office stands ready to serve as a resource for departments as we face enormously difficult decisions.

Sinceramente,

A handwritten signature in black ink, appearing to read "Vicki L. Ruiz". The signature is fluid and cursive, with a prominent loop at the end.

Vicki L. Ruiz, Dean