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February 4, 2003

## Cuts force UCSC to become 'creative'

By **JONDI GUMZ**  
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SANTA CRUZ — Three teams of faculty and staff have been organized to figure out how UC Santa Cruz can reinvent its standard operating procedures in response to unprecedented state spending cutbacks.

John Simpson, campus provost and executive vice chancellor, is leading the effort at the university, the county's largest single employer.

The message he has sent to campus employees is: "We cannot proceed with a business-as-usual attitude."

The state is facing a \$24 billion-plus deficit and UCSC's share of the cutbacks could range from \$13.5 million to \$15.5 million. The university's total operating budget is \$368 million.

About two dozen UCSC employees have been tapped to serve on three teams to streamline university operations, which Simpson said is necessary to meet immediate needs and build a foundation for the future.

The teams will work with AVCOR, a Los Angeles-based consulting firm whose name stands for "Adding Value Creating Optimum Results." The team members include:

Policies and procedures: Doug Carlson, Jim Genes, Steve Houser, Ilse Kolbus, Kirk Lew, Peter McMillan, Willeen McQuitta, Linda Rhoads, Lisa Rose, Jean Marie Scott and Christina Valentino.

Instruction and research: Linda Beaston, Dano Caloss, Sam Hedgpeth, Elisa Herrera-Maloney, Ernie Hudson, Bill Hyder, Kathie Kenyon, Charlotte Moreno and Betsy Moses.

Revenue generation: Lisa Akeson, Kathy Jefferds, Troy Lawson, Keith Muscutt, Donna Riordan and Mary Sweeley Castro.

Simpson advised the teams to "be creative" and "challenge everything."

The teams will meet twice a week in four-hour sessions, with the first task to identify, by early March, key opportunities for saving money and boosting revenue.

By the end of April, they are to make recommendations to Simpson on which opportunities should be pursued. The list is to be put in priority order by the end of May, with a schedule of work plans on Simpson's desk by the end of June.

Because the funding cutbacks are so large, faculty and staff face the prospect of no salary increases next year. Layoffs in program areas targeted for cuts — such as the Santa Cruz-based UC College Prep Initiative and professional development for K-12 teachers — are also a possibility, though UC

system officials are considering reducing employee hours as an alternative.

Simpson warned that "very difficult decisions" lie ahead but he promised "an objective evaluation" and that "popular and unpopular views" will be given consideration.

He encouraged all UCSC employees to help by offering their best suggestions to improve existing practices. A Web site has been set up at <http://planning.ucsc.edu/ebc/> where ideas can be submitted.

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