

July 1, 2013

**RALPH HEXTER**

Provost and Executive Vice Chancellor  
Office of the Provost

**RE: Davis Division Response: Faculty Resources Working Paper Version 2**

The Working Paper was forwarded to all Davis Division of the Academic Senate standing committees and Faculty Executive Committees from the Schools and Colleges. Detailed responses were received from committees on Faculty Welfare, Graduate Council, Planning and Budget, and the College of Letters and Sciences Faculty Executive Committee.

Overall, the Davis Division of the Academic Senate is pleased with the revisions made in Version 2 of the working paper. We are pleased to see that the Committee on Planning and Budget will be providing input on metrics to evaluate recruitment requests and strongly encourage mechanisms for ensuring consultation with the faculty concerning all recruitments. In addition, this proposal provides greater clarity on key issues such as the budget consequences when a faculty member resigns or an academic unit generates supplemental funding for faculty salaries.

Despite its advantages, decentralization will allow academic units that have access to external income to flourish while departments without the same external income sources, such as the humanities, will have a disadvantage because they do not have the same revenue-generating opportunities. This budget model could also create perverse incentives since resources follow students. Since, in some cases, departments will have an incentive to attract as many students as possible, they may be tempted to duplicate courses or offer inflated grades. We must vigilantly prevent such actions.

Finally, while the working paper indicates merit and promotion funding will be centralized, to safeguard against these decisions being made with financial interests in mind. We note that when faculty salaries paid from Self-Supporting Graduate Degree Program or other outside sources, the unit funds merits and promotions. The safeguard that protects faculty salary paid from central funds does not protect faculty salary paid from other sources. We strongly believe that the safeguard that protects centrally funded faculty salaries should apply to all faculty salaries regardless of funding source.

In addition, I would like to point out that, of course, the principles and procedures for allocating and budgeting faculty resources, needs to be supplemented with effective mechanisms to pursue excellence in academic planning and faculty recruitment.

We support the Faculty Resources Working Paper Version 2 and the revisions made with the exception of noted concerns.

Sincerely,



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Davis Division of the Academic Senate  
Professor: Mathematics