

ACADEMIC COUNCIL

Minutes of Meeting

Wednesday, September 28, 2005

I. Chair's Announcements

Chair Brunk welcomed Council members to the start of a new year and asked that brief introductions be made. He asked and received Council's permission to change the agenda order to accommodate late additions and alterations, and as a point of procedure, explained that each person who wishes to speak must be recognized, and that the Executive Director would keep a list of names to ensure order and inclusion.

[Agenda items were as follows in actual order of the meeting: I, XV, VI, IV, V, III, X, IX, VIII, XIII, XII, XIV. Items II, VII, XI, and XVI were not discussed.]

II. Academic Council Overview

Due to other pressing matters and lack of time, this item was not covered.

III. Consent Calendar

- Approval of the July 27, 2005 Minutes
- Approval of changes in membership on the Academic Council Special Committee on the National Labs (ACSCONL), adding two at-large members and a change from "the UCORP Chair" to "the Chair of UCORP or a member of UCORP as designated by the UCORP Chair."
- Cancellation of the October 19 Assembly Meeting, due to lack of business

Action: The consent calendar was approved as noticed.

IV. Consultation with UCOP Senior Management

- **Provost and Senior Vice President -Academic Affairs, M.R.C. Greenwood**
- **Executive Vice Provost and Vice President -Health Affairs, Rory Hume**
- **Senior Vice President- University Relations, Bruce Darling**
- **Vice President - Budget, Lawrence Hershman**

Provost Greenwood

Provost Greenwood introduced Rory Hume, the new Executive Vice Provost and Vice President -Health Affairs. One of the Executive Vice Provost's main roles will be that of chief liaison to the Senate. In the absence of President Dynes, the Provost included his items in her remarks.

Budget issues. The 05-06 state budget fulfills the terms of the Compact, providing funding for enrollment growth and some recovery in the area of faculty and staff salaries. Academic preparation was funded on a one-time basis. The compact does not restore funds that were cut; research has suffered a 20% decrease in funding over the past four years, and affordability of a UC education is a continuing issue in the face of fee

increases. Cuts to higher education are seen by the Legislative Analyst's Office as part of a long-term trend.

UC Merced. The opening of the new campus is cause for celebration. An inspiring ceremony, which included UCM's 1000 inaugural students, community leaders, and many others, was held on Labor Day.

10 Plus 10 Tour. Next Friday President Dynes will lead a delegation on a one week tour of China, visiting 4 cities and conferring with the top officials of ten Chinese universities, Chinese government officials, UC alumni, and industry leaders.

Hurricane relief. Individual campus websites have information on many of the relief efforts undertaken by UC, including direct humanitarian relief and communications and technology help. UC created 475 places for students affected by the hurricane; about 200 have accepted offers of admission so far.

LANL. President Dynes was present at the LANL 'orals' examination that recently took place and which is a key component of the lab management competition process. The strong performance of the UC team further clarifies the excellence in science and technology that UC management offers, coupled with a strong business partner.

Cal ISIs. Administration will be working with the chancellors and the institute directors to address funding needs. Progress is being made on finalizing a review process for the institutes. A letter responding to the Senate's preliminary comments on the proposed review process and asking that a formal Senate review be initiated, has been given to the Council Chair today [distribution #3].

Clinical trials. Master agreements have been drafted for use with 22 companies with whom UC interacts. These standard agreements will significantly speed up the process of establishing clinical trials. UC is a forerunner in developing such agreements.

Mental Health Services. This issue was brought up with the Vice Chancellors of Student Affairs last year. A comprehensive review of student mental health services, led by Vice President Winston Doby, will be launched, the proposal for which is being developed. The review will involve an analysis of undergraduate and graduate student needs and will involve both student affairs and health affairs offices.

SMI. A formal Senate workgroup on this initiative will be helpful for ongoing communication with the Senate and to help create a program that can become a national model.

Graduate Education. Both the President and the Provost are giving graduate education a very high priority and, although the University is constrained by the terms of the current Compact, there are definite initial steps that can be taken to improve the situation. A university-wide task force on doctoral and professional school planning has had two meetings, and will be making visits to the campuses for meetings and discussions with faculty and administrators. The help of the Academic Council is requested in encouraging faculty members to attend these meetings – especially recently-tenured faculty members whose careers would be most affected by graduate and professional education policies.

Action: Provost Greenwood will revise the language of her 9/27/05 letter re: California Institutes for Science and Innovation to reflect agreement with the UCPB request for a Senate review of final follow up letters from the Chancellors and Directors of the Institutes indicating actions taken in response to review recommendations.

SVP Darling

Private support. A major initiative is underway to increase private support. In the past year \$1.2B in cash has come in the form of gifts, grants, etc. Private giving has increased from \$500M in 1996 to \$1.3B this year. The goal is reach 2-3 billion dollars per year, which is needed to sustain the institution. UC is benchmarking itself in this effort against the best private universities in the country. Most donations are given to research, endowed chairs, and student financial support, and there has been an increasing amount for capital outlay.

Federal higher education legislation. Challenges are ahead in terms of federal expenditures, since less discretionary money will be available for the major agencies, such as NIH, NSF, NEH. UC is working to ensure that funding for higher education and research is increased, and to that end, President Dynes is meeting with legislators in Washington this week. Because a number of appropriations bills have not yet been passed, it is at present unclear how continued funding for federal agencies will be decided. The Higher Education Act has been extended to March 2006; the current version would fund year-round Pell grants and grant money for loans. However, the House version of the bill includes a “college affordability index” and if passed in March, would require that all UC campuses meet a series of onerous reporting demands, and would mandate that outside business leaders be appointed to advise non-compliant institutions on how to bring costs in line with the index.

State legislation. Several recent pieces of legislation favorable to UC:

- The Governor signed a bill that gives UC continuing access to top tier investments for endowment and retirement portfolios. Even though this a small percentage of the UC portfolio, the returns over the last ten years have been significant.
- The Legislature passed a bill that will allow the UC Alumni Associations to continue to offer alumni affinity credit cards, which generate about \$11M/yr. for the associations.
- A bill providing \$2M to UC Merced for environmental funding was passed.
- The MediCal Reimbursement bill, currently awaiting the Governor’s signature, will significantly increase the base for MediCal payments. The increase will have a very positive fiscal impact on UC medical centers, which currently subsidize care for patients who can’t afford to pay for care.

LLNL. UC’s management contract for this the Lawrence Livermore lab has been extended to September 30, 2007.

Policy on earmarking. A work group, co-chaired by the Provost and SVP Darling, has been established to look at this issue, and will soon have a first draft of recommendations ready for review by the Senate and the campus administrations. The group will recommend that the University’s basic policy against earmarked funding be maintained. Earmarked funds are increasingly being taken from funds that would ordinarily be awarded based on competition and peer review. UC policy would seek to avoid actions that would affect an agency’s funding; however, the group has considered instances of earmarking that will not negatively affect peer review and laid out a proposed process for considering whether those funds should be pursued.

VP Hershman

The state budget. A 5 to 6 billion dollar structural problem in the state budget persists, with no consensus on a solution.

UC budget. Compact funding has provided some relief, but salaries will still lag significantly behind comparison institutions, and it is difficult to see progress beyond just “catching up” unless other funding sources are found and student fees are increased. Student-faculty ration has lost ground in recent years, which is at odds with the Regents stated priorities. Both undergraduate and graduate enrolment growth plans are in place. Enrollment funding is being negotiated with some improvements likely, including building maintenance funding into the enrolment formula.

Graduate education. New initiatives in the budget that will improve graduate student support are:

- Savings realized through the Strategic Sourcing Initiative will be applied to graduate student support.
- Fees will be waived for non-resident students who have been advanced to candidacy.
- A return-to-aid initiative to help middle-income students.

Academic preparation. Effort is being made to satisfy the Department of Finance about their nature of these programs, and it is hoped an understanding can be reached about allocation of funding for these programs based on their success.

Capital outlay. Debt capacity is a significant concern, and UC is advocating for a GO bond (rather than a lease revenue bond) to be on the November ‘06 ballot.

Professional School Fees. Each campus has submitted a 3-year fee plan, and a proposal is being developed for submission to the Regents in November.

EVP Hume

EVP Hume will be “stepping into the same box” with MRC as her Executive Vice Provost. In general, Provost Greenwood will focus on strategic tasks, and EVP Hume on the more tactical issues. Among other things, he will be assuming responsibility for communications with the E V Cs and the Senate. In addition he is taking over the health science portfolio, and in the immediate future will be following up on a completed health sciences work force study by developing an academic strategic plan for the health sciences at UC. The plan will involve and affect all ten campuses, and the proposal should be ready to present to the Regents by mid-2006 with a report representing the next steps.

V. Executive Session – Consultation with the Office of General Counsel

VI. UCOP Science and Math Initiative (SMI) and the Establishment of an Academic Council SMI Work Group

Issue: Last year, UCEP and the Academic Council raised concerns about the development of campus courses to support the SMI and about the teacher credentialing aspect of the program. In order for the Senate to have an effective role in the implementation of the SMI program, including extending advice and assistance in establishing the courses and curriculum for the program, establishment of an independent Senate work group has been proposed that would provide that assistance and discharge the responsibilities of the Senate regarding courses and curricula and the granting of

degrees. The work group would report directly to Council. The chair of the group would, with the concurrence of the Academic Council, be appointed by the Academic Council Chair, and would in turn appoint the group's members. Council Chair Brunk has asked past UCEP Chair Professor Joseph Kiskis to lead the group, if Council concurs.

- Professor Kiskis, who joined Council for this discussion, noted that although the SMI could be an effective way for UC to play a key role in improving K-12 education, there are problematic elements in the proposal as it is now being developed and a need for a clearer understanding of the role of the Senate in the process developing and implementing the program. He expressed his willingness to serve as chair of the proposed Senate work group, on the condition that a formal agreement be reached with the administration to ensure flow of information and effective and appropriate Senate input.
- In response to the draft Memorandum of Understanding between the Council Chair and the Provost (enclosure 3a), the Provost's office submitted an alternate agreement (distribution #2), the language of which was found insufficient in terms of the desired degree of communication between the work group and the Office of the Provost.

Discussion: Members noted the logistical difficulties with launching a program like the SMI in a short time, and that each campus has different curricular structures and needs. It was suggested that the Senate work group include representatives from each campus. There was consensus that the role and authority of the Senate with regard to courses and curriculum and the development of degree programs should be appropriately asserted.

Action: A motion was made and seconded to: 1) establish the Academic Council Science Mathematics Work Group (SMIWG); and 2) endorse the appointment of Professor Joseph Kiskis as chair of the Work Group.

Action: The above motion was tabled. Discussion of this issue will be continued at the October 26 Academic council meeting.

Action: The letter that was sent out to UC students from Governor Schwarzenegger and UC President Dynes will be circulated to Council members.

Action: For the October Council meeting, a brief report will be requested from each campus describing how the SMI program and its status is understood, and covering communications and activities relating to the SMI that may have taken place over the summer.

VII. Transfer Issues: Next Steps

Due to lack of time, this item was not addressed.

VIII. Campus Mental Health Services

Issue: Last year the Academic Council discussed the adequacy of mental health services on the campuses and asked UCPB to look into the origin and effect of budget cuts to those services. UCPB's report, presented at the June 2005 Council meeting, indicated inability to handle increased caseloads, reduced morale and higher staff turnover within

campus mental health facilities resulting from budget cuts and an overall increase in the number and complexity of cases. Dr. Cathryn Nation, Executive Director of Academic Health Services, Clint Haden, Director of Student Academic Services, Annik Hershen, Student Affairs Policy and Legislative Coordinator, and Andrea Gerstenberger, Health Affairs Policy Analyst joined Council for a discussion of the issue and expressed support for the establishment of a joint task force to further study the state of UC's mental health services.

Discussion: Some nationwide trends contributing to the current situation were identified, including: changing student needs; growing privacy issues; increasing severity and complexity of mental health cases and needed treatment. These factors are all evident at UC, where, while demands are increasing, the resources to meet those demands are declining. It was suggested that the proposed task force be established and ready for start up after this issue is discussed at the November meeting of the Chancellors. Participants were reminded that concerns regarding faculty mental health also provided impetus for raising this issue.

Additional discussion points:

- All aspects of student advising should be looked at, as well as departmental expectations of students.
- Other factors that may increase mental stress include: class size, being a first generation college student, and parental expectations and monitoring.
- Training to help recognize students in distress, offer appropriate advice, and deal with critical situations, should be a central to the effort. Training would be appropriate for faculty, student advisors, and GSIs.
- Training of faculty should also address problems faced by new faculty.
- It may be helpful to see if there is evidence showing a relationship between higher stress campuses and greater incidence of mental health problems.
- After the suicide of a faculty member at UCSF, campus focus groups were held, and many faculty noted the need for better mental health support. Faculty mental health issues should be an equal component of this effort.

Action: Council unanimously agreed that Council Chair Brunk shall appoint Senate members as representatives of the Council to the proposed joint administrative /Senate task force on UC mental health services, which is being established by Vice President-Student Affairs Winston Doby. Chair Brunk will consult campus Senate –Faculty Relations committees and the Divisional Chairs for nominations of Senate members to serve on the group, and will report back to the Council on its charge and membership.

IX. BOARS Update, BOARS Chair, Michael Brown

Admission by Exception (AbyE). In fulfillment of a charge from the President's Eligibility and Admissions Study Group, BOARS has drafted a set of *Guidelines for Implementation of University Policy on Admission by Exception.* The guidelines are not meant to replace or modify the actual AbyE policy, but to reaffirm the value of this admission pathway and to clarify implementation of the policy. Up to 6 percent a campus's newly enrolled students may be admitted through AbyE, basing students'

admission on demonstrated potential for success at UC rather than eligibility requirements. The guidelines are submitted for Council's endorsement.

Earth and Space Science courses (ESS). For two years, BOARS has considered recommendations to expand the laboratory sciences requirement to include earth and space science courses. There is significant pressure and support for such a change; however, the committee feels that the a-g requirements as currently defined take appropriate measure of ESS courses, either under the 'd' requirement (when they meet the expectations of that requirement), or as an elective (the 'g' requirement).

Action: The Academic Council unanimously endorsed the BOARS *Guidelines for Implementation of University Policy on Admission by Exception* be posted on the web and distributed widely, including all the campuses.

X. Students in Academic Difficulty, UCEP Chair, Denise Segura

Issue: UCEP was charged by Council in 2004 to engage in a study of students in academic difficulty. Over the past year UCEP conducted an analysis of the number of students in academic difficulty and subject to dismissal, and submitted a report in August 2005 concluding that in general campus college deans' offices make concerted efforts to help students in these categories, but that there is insufficient data that would provide direct evidence of the effectiveness of policies. UCEP is now asking Council whether to pursue the matter further.

UCEP Chair Segura reported that numbers were received from campuses on students dismissed, students subject to dismissal and students on academic probation. There was, though, variation in the kind of information received, and differing definitions of these categories from campus to campus. A longitudinal study could produce more useful results, but campuses are not equipped to offer the necessary data for such a study. The proportion of students who are ultimately dismissed after a probation period is on average low. It should also be noted that this study was begun in the context of a discussion of cutting enrollments. UCEP is willing to compile a report of best practices in providing help for students in these categories, but without proper data, cannot answer fundamental questions as to the effectiveness of related campus services, policies and procedures.

Discussion: One member suggested that the low incidence of actual dismissals should be highlighted when the report is distributed. Another made the suggestion that data be collected from a random sample of students, and used for use in studying a number of student-related issues.

Action: On the "Background" page of the 8/24/05 UCEP report on students in academic difficulty, the last sentence of the paragraph two will be amended to clarify that the percentage range among campuses of students dismissed in a given quarter are percentages of those students on probation.

Action: A motion was made, seconded and passed unanimously to accept the UCEP report, pending the above amendment, as fulfillment of its charge to study the issue of students in academic difficulty.

XI. UCAAD-Related Items

- **Recommendations for a Strong Divisional Diversity Committee**

- **UCAAD's Participation/Role on Systemwide Committees**

Due to lack of time, these items were not addressed.

XII. CCGA Report: "The Decline of UC as a Great International University,"

CCGA Chair, Duncan Lindsey

Issue: In August of this year, CCGA submitted a report testifying to a steady deterioration in the quality of the graduate enterprise at UC, and including some recommendations and responses to current proposals on this issue. CCGA asks Council to engage in ongoing monitoring of the situation and to endorse the enclosed report.

CCGA Chair Lindsey reported that in terms of a number of programs in all fields, UC appears to be losing its competitive edge for attracting the best graduate students. UC has a strong reputation, but in actuality, both graduate support and the quality of graduate programs are eroding. The proportion of graduate to undergraduate students at UC is significantly lower than at comparative private institutions. Although progress is being made in the form of recent initiatives targeted at supporting graduate education, the Senate needs to continue bringing pressure to emphasize the importance of graduate education for UC as a research university and to increase the ratio of graduates to undergraduates.

Discussion: One member noted that the graduate fee increases that are part of the terms of the Compact make the situation worse. The plan to apply savings from the strategic sourcing initiative to graduate support was mentioned as a source of some alleviation, although some members expressed doubt as to how effective that plan will be ultimately. Increased political support for UC was also noted as necessary to maintaining the university's quality.

Action: A motion was made, seconded and passed to endorse the CCGA report and to post on the web and distribute it broadly within the UC community.

XIII. Academic Council Special Committee on the National Labs (ACSCONL), John

Oakley, ACSCONL Chair

Update: After offering general background on the relationship between UC and the labs and the formation of ACSCONL, Chair Oakley brought members up to date on the current status of the LANL bid. The RFP for the LANL contract stipulated the formation of a limited liability company (LLC) that is independent of the entity responsible for the bid. UC has, in choosing to bid, formed a partnership with Bechtel and two other partners that will handle administrative and security aspects, while UC handles the science and technology – the Los Alamos National Security, LLC. UC has submitted a bid, and a decision is expected by about December 1. Regardless of the outcome of the bid, there will be a major change in the relationship of UC with LANL and for the lab employees who will no longer be UC employees. A number of employee benefit matters will need to be negotiated. The transition also raises a number of questions about the role of UC faculty as scientific collaborators and faculty involvement in oversight of lab operations. It is possible that continued Senate involvement with the labs will be favored by LANL leadership, and ACSCONL will work to promote a continuing relationship.

UC's current contract to manage the Lawrence Livermore National Laboratory has been extended until September 30, 2007. It can be expected that if UC competes for the LLNL contract, that an approach will be taken similar to that of the LANL bid.

Discussion: One member opined that the formation of the LLC diminishes faculty interest in the labs, and therefore there may be cause for a full discussion within the Senate of whether or not involvement with the labs is worthwhile. In response, it was noted that the Senate will play an important advisory role at least for the transition period that will entail a number of faculty welfare issues.

Action: A future update on ACSCONL activities will be given at the October Council meeting.

XIV. Joint Academic Council /Chancellors Meeting

Action: Council members are asked to bring to the October 26 meeting suggested topics for discussion with the Chancellors. In the interim, suggested topics may be sent to Council Chair Brunk by email.

XV. Regents Item RE61 “Policies on Universitywide and Senior Leadership Compensation, and Procedures for Senior Leadership Compensation,” A Presentation by Mercer Human Resource Consulting (was Academic Council Subcommittee on Faculty – Senior Management Salary). *Bob Miller, Mercer Human Resource Consulting; Judith Boyette, Associate Vice President, Human Resources and Benefits*

Issue: At the September 22, 2005 Regents meeting, a report “UC Total Remuneration: Current Situation and Planning for the Future” was presented and discussed. The report was developed for the Advisory Group on University Compensation a subcommittee of the Regents Committee on Finance, who forwarded the report and made three recommendations to the Regents: 1) work to bring all UC salaries up to market comparability over a ten year period; 2) adopt new procedures for setting salaries for senior leadership; 3) augment funding of salaries over \$350K with private funds for 42 senior leadership positions. Council Chair Brunk announced that this issue will be discussed at greater length at the October 26 Council meeting, in preparation for presenting a faculty viewpoint to the Regents at their November meeting, when they will be acting on the above recommendations.

Mr. Miller offered a condensed version of the presentation he made at the September 22 Regents meeting. The Mercer study looked at total remuneration: salary, benefits, and retirement, offering a ten-year projection and a proposed philosophy of “total competitive remuneration.” It finds that UC salaries are below comparable market salaries by an average of 15%, but that total remuneration for the average employee is at market level. This value will likely decrease when employee retirement benefits resume. It is important to note that the value of benefits and market salary comparisons varies greatly by employee group. The current salary review process for setting senior leadership salaries are seen as ineffective, therefore a new administrative procedures are recommended that a structure for determining and setting salaries of senior management positions earning more than \$168k/year except for the top 30 positions, which will be reviewed and approved by the Regents. The third recommendation to augment some senior

management salaries with private funding was not developed by Mercer. The cost over ten years, if changes are instituted in 2006, is projected to be \$3.5M, which includes \$1.2M going to augment those salaries above \$350K.

Action: Bob Miller of Mercer and AVP Judith Boyette will be invited to the October 26 meeting for more in-depth discussion of this issue.

XVI. Proposed New Senate Bylaw 110.B

This proposal will be discussed as part of a future Council agenda.

Meeting adjourned, 4:45 p.m.

Attest: Clifford Brunk, Chair

Academic Council

Minutes prepared by

Brenda Foust

Policy Analyst

Distributions:

1. "UC Total Remuneration: Current Situation and Planning for the Future," 9/22/05 report of Mercer Human Resource Consulting.
<http://www.universityofcalifornia.edu/regents/regmeet/sep05/re61attach.pdf>.
2. 9/27/05 ltr. Greenwood/Brunk re: Academic Council Work Group on the Science and Mathematics Initiative.
3. 9/27/05 ltr. Greenwood/Brunk re: California Institutes for Science and Innovation.
4. Hand-out: graphs showing UC graduate student enrollments from 1998-2003 by types, overall increases, and percentage comparisons with private institutions.