

ACADEMIC COUNCIL

Minutes of Meeting
September 28, 2016**I. Consent Calendar**

1. Today's agenda items and their priority
2. Proposed Master of Embedded and Cyber-Physical Systems (MECPS) at UC Irvine
3. Proposed Name Change to UCSC College Eight

ACTION: Council approved the consent calendar.

II. Senate Officer's Announcements

- o **Jim Chalfant, Academic Senate Chair**
- o **Hilary Baxter, Academic Senate Executive Director**

September Regents Meeting: The Board of Regents is operating under a new governance structure that is intended to create a more efficient and effective operational framework and allow the Board to analyze specific topics in greater depth. Under the new structure, several Regents committees with overlapping charges have merged or been eliminated, leaving six standing committees: Academic and Student Affairs, Compliance and Audit, Finance and Capital Strategies, Health Services, Governance and Compensation, and Public Engagement and Development.

Senate Chair Chalfant's [comments](#) to the Regents focused on nonresident enrollment and the UC budget. The Los Angeles, Irvine, and Riverside campuses made presentations about their finances, learning outcomes, and diversity. Regent Ortiz Oakley, who is also the incoming chancellor of the California Community College system, praised the new UC Transfer Pathways and advocated for further improvements to the transfer path made under the joint guidance of faculty from the three segments of higher education. The Finance and Capital Strategies Committee discussed a policy for the use of debt capacity, and an Honorary Degrees policy scheduled for discussion was pulled from the agenda after the Senate expressed concerns about both the policy and insufficient faculty consultation.

ICAS Meeting: The Intersegmental Committee of Academic Senates brings together faculty leaders from the three segments of public higher education to discuss issues of common interest and concern. At its September 23 meeting, ICAS discussed a response to Assembly Concurrent Resolution 158, a non-binding legislative measure that calls on the three segments to harmonize their transfer and general education requirements. ICAS will seek to provide more information about efforts already underway to facilitate transfers.

Chancellor Searches: Council Vice Chair Shane White is serving on the search committee for a new UC Davis Chancellor. Council Chair Chalfant is on the search committee for a new Berkeley chancellor.

Divestment Resolutions: Resolutions in support of divestment from fossil fuels passed by the Santa Cruz and San Diego divisions last year were intended for transmittal to the Regents as

systemwide Senate Memorials; however, UCRJ confirmed that neither met the requirements for a Memorial outlined in [Senate Bylaw 90](#). UCSD and UCSC may work together to consolidate the language in the two resolutions for further discussion in the fall.

III. Proposed Revision to Senate Bylaw 182

o Eduardo Macagno, Chair, University Committee on International Education

UCIE Chair Macagno introduced UCIE's proposed amendments to [Senate Bylaw 182](#) that would formally expand the committee's charge into a broader range of international topics and activities. The amendments have been revised in response to feedback from a systemwide Senate review in [spring 2015](#). At that time, some reviewers expressed concern about UCIE's potential intrusion into the purview of other systemwide Senate committees, particularly research activities, which led to the revisions not being adopted. UCIE has clarified those issues and is requesting a new systemwide review.

Chair Macagno said the Senate originally established UCIE in 1965 to oversee the UC Education Abroad Program. Today, UCIE approves the establishment and disestablishment of UCEAP programs, helps select faculty directors of overseas study centers, and advises on the UCEAP budget. The expanded charge reflects the committee's current engagement in those activities, and its wish to engage in the full portfolio of topics and issues associated with the internationalization of the University – reflected in the growing number of international students, international research collaborations and agreements; new Presidential initiatives such as UC-Mexico; new international education policies, and other related international activities. The University's global sense of its mission is reflected in the proposed [Presidential Policy on International Activities](#), currently under systemwide review. UCIE does not intend to intrude on the purview of other committees, and will consider and report on international policy issues in consultation with UCEP, UCPB, CCGA, UCORP, and other relevant Senate committees.

ACTION: Council agreed to send the proposal for systemwide Senate review.

IV. University Committee on Committees

o Bob Clare, Chair, UCOC

Chair Clare noted that UCOC is responsible for appointing the Chairs and Vice Chairs of all systemwide Senate committees and all other members of Senate committees, subcommittees, and task forces that report to the Assembly of the Academic Senate. At the request of the Council chair, UCOC may also nominate or appoint Senate representatives to special committees, search committees, and joint Senate/Administrative committees.

Because UCOC needs at least a month of lead time to find and examine a pool of candidates, Council has occasionally bypassed the committee in order to meet a short appointment administration deadline. Chair Clare encouraged Council to involve UCOC to the greatest extent possible and to encourage administrators to inform the Senate as far in advance as possible when they anticipate the need for Senate representatives to systemwide bodies. The UCOC process is the best way for the Senate to access the best possible pool of faculty candidates; divisional COC members are the elected voice of the campus and most familiar with the full breadth and depth of faculty on a particular campus.

V. Executive Session

VI. Consultation with Senior Managers

○ Aimée Dorr, Provost & Executive Vice President, Academic Affairs

Budget Framework Initiative: UC has completed 7 of the 13 academic initiatives contained in the 2015-16 budget framework agreement. The initiatives are organized under three categories: improving the transfer function; improving undergraduate time-to-degree; and using technology to improve student outcomes and better understand costs. The completed initiatives include the identification of 21 major preparation transfer pathways; the consideration of C-ID as a supplemental numbering system for UC courses; the review of policies on the acceptance and use of alternative credits; the creation of a manual for campuses about advising practices that improve student outcomes; a report on how UC is funding “bottleneck” courses through the Innovative Learning Technology Initiative; the expanded use of predictive analytics to help identify at-risk undergraduates; and a meeting of stakeholders to discuss the role of online education in meeting student and workforce needs.

Other ongoing initiatives include the identification of three-year degree specifications for 10 of the top 15 majors on each campus; reducing, when possible, the number of upper division courses required for majors on campuses to the equivalent of one full year of academic work; and increasing transfer enrollments to meet a 2:1 freshman-transfer target. UC also continues work on three pilot programs: activity-based costing at Riverside; “adaptive learning technology” at three campuses; and alternative pricing models for summer session at three campuses.

Legislative Budget Initiatives: The 2016-17 state budget includes one-time funding for several specific initiatives: \$2 million for increasing faculty diversity; \$4 million for expanding access to “a-g” coursework at under-resourced high schools through the UC Scout program; and \$20 million for supporting the success of students admitted to UC from high schools designated as “Local Control Funding Formula Plus (LCFF+)”. The chairs of UCAADE and the Merced division serve on the Project Advisory Group for the project for faculty diversity initiatives associated with the \$2 million pool. The Task Force selected proposals submitted by Riverside, Davis, and San Diego.

Honorary Degrees: A proposal to end the UC-wide moratorium on honorary degrees was pulled from the Regents agenda after the Academic Council expressed concerns about both the policy and insufficient consultation. Provost Dorr is working on revision and a plan for a 90-day systemwide review of the proposal.

Policy Reviews: UCOP has released for systemwide review proposed revisions to APM 015 and APM 016 to address recommendations from the Joint Committee of the Administration and Academic Senate regarding sexual violence and sexual harassment, and the “three year rule.” The Senate released a concurrent set of proposed amendments to Senate Bylaw 336 that align with the proposed APM revisions.

○ Arthur Ellis, Vice President for Research and Graduate Studies

Provost Dorr introduced Arthur Ellis, UC's new Vice President for Research and Graduate Studies. Vice President Ellis most recently served as Provost of the City University of Hong Kong, and is also the former Vice Chancellor for Research at UC San Diego.

Vice President Ellis said his priorities include working with campus administrators and the Senate to identify new opportunities for multi-campus research collaborations and new areas of scholarship that can be facilitated and supported by the central office; to explore the connection between research innovation and entrepreneurship, and to promote research opportunities for undergraduates. He also wants to increase international collaborations, consider how revenues from self-supporting programs can be used to support graduate students, and explore the use of educational analytics to help inform student decision-making about potential educational experiences that will be relevant to their goals and effective in meeting them.

Discussion: A Council member noted that it will be important to make information about educational analytics and undergraduate research opportunities broadly visible to a diverse student population. Another noted that several successful systemwide research programs overseen by the Office of Research and Graduate Studies, including the Multicampus Research Programs and Initiatives (MRPI) program, have suffered large budget cuts in recent years.

VII. Budget Update

o Kieran Flaherty, Deputy to the Chief Financial Officer, State Budget Relations

Mr. Flaherty noted that the budget framework agreement between the Governor and UC is intended to provide the University with predictable, stable resources following the deep cuts of the Great Recession. This commitment is reflected in the ongoing \$125 million base budget adjustment of 4% included in the main State appropriation for 2016-17. The budget also provides UC with \$171 million in one time funding for UCRP, \$35 million for deferred maintenance, and \$3 million for the Institutes of Transportation Studies. In addition, there is one-time funding of \$51.6 million to support disadvantaged student support services, innovation and entrepreneurship, faculty diversity, and several specific research projects.

The budget also promises UC \$18.5 million in permanent new funding on the condition that the University enroll 2,500 new California resident undergraduates in the 2017-18 academic year and adopt a policy specifying a limit on nonresident undergraduate enrollment. That funding reflects a state contribution of \$7,400 per student to marginal cost, well short of the state contribution of \$10,000 used in the past.

The final State budget excludes several previously proposed mandates opposed by the University related to enrollments, tuition, and audits. It also excludes UC's request for \$6 million to support new graduate student enrollment. Securing that funding will be a major priority for UC this year, although it will be challenging, because many legislators view UC's primary mission to be undergraduate education. Other UC budget priorities include Cap and Trade and capital facilities funding. The University is working to build positive relationships with policy-makers in Sacramento, especially the incoming leaders of key Senate and Assembly committees and subcommittees; UC is communicating the importance of its research, graduate education, and public service missions and its efforts and achievements around diversity.

Discussion: Council members urged UC officials to push back aggressively on unrealistic enrollment mandates and to emphasize the impact of over-enrollment on educational quality. They noted that UC campuses are struggling with overcrowded classrooms, dormitories, and laboratories, and are failing to hire new faculty at a pace consistent with enrollment growth. Waiting lists for popular classes are common; more majors are receiving the “impacted” designation; and a growing number of students are unable to enroll in classes they need to graduate. The depersonalization common in the lower division is now becoming a significant component of the upper division experience. UC should focus on metrics such as class size, the use of wait lists, and the identification of back-up majors, to track the decline in the quality of the student experience. Council members also noted that the state is supporting UC with fewer resources just as it expands access to more low-income, first generation, and underrepresented minority students. They also urged UC officials to respond to criticism about faculty teaching loads by emphasizing the faculty’s role as researchers and the impact of higher teaching loads on grant revenue.

VIII. Admissions Issues

1. Compare Favorably Policy

The President has asked BOARS to review the Committee’s “Compare Favorably” policy for nonresident admission, clarify the policy’s compliance with the Master Plan, and assess its consistency with the University’s freshman admission goals, comprehensive review policy, and holistic review processes.

The recent state audit of the University accused UC of violating the Compare Favorably policy by admitting nonresidents who are less qualified than residents, and called on UC to return to an outdated interpretation of the Master Plan requiring every nonresident to “stand in the upper half of those ordinarily eligible,” in contrast to the current focus on means and averages. BOARS’ [Compare Favorably report](#) for the 2015 admission cycle compares high school GPA, SAT score, and first-year UC GPA and persistence for residents, domestic nonresidents, and international nonresidents. It notes that UC is meeting the standard on a systemwide basis based on those measures, although outcomes vary on specific campuses. The report emphasizes that GPA and test scores are imperfect measures for the assessment, given campuses’ use of 14 comprehensive review factors and the difficulty of comparing international and CA resident GPAs. BOARS will be considering alternative measures for the assessment, including holistic review score and outcomes at the level of the admitting unit.

Discussion: Council members encouraged BOARS to consider nonresident admission practices at other national public universities and to maintain an interpretation of the Master Plan that is relevant to contemporary circumstances.

2. Letters of Recommendation Pilot and Policy

In May 2015, BOARS learned about Berkeley’s plan to implement a new admissions policy that would have required all freshman applicants to submit two letters of recommendation, to help reviewers make finer distinctions between the most highly qualified students. Berkeley predicted that the policy would not harm diversity, but BOARS was concerned about a possible disparate impact on students from lower resourced high schools due to the wide variance in counselor

resources across the state. Several Regents were also concerned about the policy. In July 2015, Council and Berkeley agreed to a compromise pilot plan in which letters would be sought from students receiving a score of “possible” in the initial review or subsequent reviews.

In June 2016, BOARS reviewed outcomes from the Pilot, including an independent analysis by a UCB professor and a UCOP analysis of individual applicants who were reviewed by both Berkeley and UCLA. BOARS was concerned about findings that students from underrepresented backgrounds were less likely to request letters and submit letters to Berkeley, and that applicants who submitted letters were admitted at a higher rate. In addition, the diversity of Berkeley’s admitted students declined by some measures in 2016. BOARS recommended to Berkeley that it continue the pilot in its current form for another year and not expand it to all applicants until more data were gathered and analyzed. In July, Council passed a motion opposing the continuation of the pilot. In August, Berkeley responded that it would continue the pilot in its current form for a second year as it studies the effect of the letters on admissions outcomes and diversity. In late summer, President Napolitano asked the Senate to develop a systemwide policy on letters of recommendation.

Discussion: Council members noted that BOARS should consult secondary school educators and admissions professionals at other UC campuses for their views about the usefulness of letters and the impact a letters requirement would have on workload. It was noted that poorly-funded schools may produce lower-quality letters, irrespective of the student’s qualifications. It was noted that policy decisions should be informed by an analysis of outcomes over time, rather than a single moment in time. It was noted that the Senate should consider how a different admissions policy at a single UC campus could impact other UC campuses, and the consequences of requesting letters from a select group of applicants instead of all applicants.

Council agreed to refer the issue to BOARS and UCAADE for guidance about next steps.

IX. UCAADE Recommendations for Future Faculty Salary Equity Analyses
○ **Amani Nuru-Jeter, Chair, University Committee on Affirmative Action, Diversity, and Equity**

In July 2012, following a report from a former UCAADE chair, Pauline Yahr, showing that female UC faculty may be paid less than their male colleagues with similar years of experience, Council recommended that each campus develop an analysis of salary equity and a set of response measures. President Yudof responded by mandating that each campus define an individual methodology for assessing salary equity on the basis of gender and ethnicity, conduct a study at least once before 2015, and develop remediation plans.

UCAADE commends the campuses for taking on this initial step, which has helped alleviate some disparities. UCAADE noted, however, that the campus equity studies differed widely in the methodologies used and variables considered, and that while campuses collectively identified a variety of factors contributing to inequities, the lack of standardization prevented meaningful comparisons across campuses. UCAADE is now recommending that campuses conduct regular, biennial salary equity analyses according to a standardized set of parameters until equity is achieved, and then at longer intervals to continue the monitoring of salary equity.

UCAADE recommends that future analyses use multivariate regression analysis to examine the independent effects of race/ethnicity and gender as predictors of salary increases, advancement rates, and merits and promotions across disciplines; the effect of retention offers on salary and the role of race/ethnicity and gender in predicting retention offers; the effect of “Stop-the-Clock” and Active Service-Modified Duties leaves on rates of advancement by race/ethnicity and gender; the effect of decade of hire on salary inequity; the effect of service load in predicting rate of advancement and salary; and the distribution of service and leadership opportunities. UCAADE also notes the importance of studying interactions between race and gender to better understand disparities that may be facing particular subgroups.

UCAADE notes that salary equity is critical for faculty morale and retention. Its recommendations will help inform the University’s understanding of factors contributing to and perpetuating inequities and subsequent actions campuses may take to address them. UCAADE is asking Council to endorse the recommendations and forward them to the Provost for transmittal to the campuses as best practices for review.

Discussion: Council members supported the recommendations and the notion of establishing a baseline multivariate model for use across campuses to help enable comparisons, although several members questioned whether all campuses have the staffing capacity to perform the recommended analyses, and noted the need to balance systemwide standardization and campus autonomy. It was suggested that UCAADE prioritize the recommendations – identifying which variables are absolutely needed in comparison to those that would be nice to have.

ACTION: Council voted to send the recommendations forward after UCAADE conducts a final review of the document at its October 13 meeting and implements any clarifying changes.

X. UC Health Strategic Plan and Systemwide Clinical Affairs Task Force
o Ruth Greenblatt, Chair, UCSF Senate Division

Chair Greenblatt noted that national trends in health care, including the Affordable Care Act (ACA), are rapidly pushing the UC Health enterprise in new directions. The ACA encourages hospitals and health care providers to form networks (Accountable Care Organizations, ACOs) to increase efficiencies and improve outcomes. The UC medical centers are increasing affiliations with outside providers to expand their networks and compete in this environment. In addition, a new Strategic Plan for UC Health will be presented to the Regents Committee on Health Services on October 18, and to the full Board of Regents at their November meeting. The plan presents a business model vision for a statewide UC Health network that serves not only California, but the Western US. The plan also suggests that UC medical centers no longer replicate all clinical services in all locations.

The UC clinical enterprise is a major site for teaching and research, two missions that could be affected (positively or negatively) by the changes. The plans for integrating the UC medical center functions and increasing affiliates present opportunities, but have also raised faculty concerns – about elevating financial considerations over the teaching and research missions, and about reducing teaching and research opportunities at some medical centers by creating specialized centers at one or two health centers. Moreover, some of the new affiliate providers

are in non-academic hospitals, and in hospitals with religious affiliations, some of which may place restrictions on, for example, reproductive health services in ways that may not align with UC's mission and philosophy. Finally, there are concerns that non-Senate faculty clinicians will be impacted by changes to the workplace without their input.

The Senate maintains involvement in UC Health primarily through UCFW and its Task Force on the Future of UC Health Care Plans; however, these committees focus mainly on employee benefit plans and other consumer issues. Professor Joel Dimsdale from the UCSD School of Medicine is the Senate's current representative to the Regents Committee on Health Services, but the position has no formal reporting relationship to the Senate, other than ex officio membership on the Task Force. Professor Dimsdale has proposed the formation of a Senate Clinical Affairs Task Force to increase the Senate's voice and involvement in UC Health and to ensure the communication of faculty perspectives about the quality of clinical services, education, and research in the new networks. It has been suggested that the Task Force include both Senate and non-Senate faculty from campuses with and without health centers.

Discussion: Council members noted that the UC hospitals exist primarily to promote the education and research mission of the University, not to generate revenue, and that the excellence of the medical schools depends on having comprehensive care at the hospitals (or a reasonable plan for maintaining educational excellence). Several members agreed that the Senate should have a greater role in the shared governance of the health enterprise. Council members suggested possible solutions in addition to the proposed Task Force, including a new standing Senate committee focused on the health enterprise, or the use of existing committees such as the UCFW-HCTF, UCORP, or UCPB.

ACTION: It was agreed that a Council subgroup will meet to discuss next steps for discussion in October.

XI. Executive Session

Meeting adjourned at 4:30 pm

Minutes prepared by Michael LaBriola, Principal Committee Analyst

Attest: Jim Chalfant, Academic Council Chair