

## ACADEMIC COUNCIL ANNUAL REPORT 2005-2006

**TO THE ASSEMBLY OF THE ACADEMIC SENATE:** The Academic Council is the administrative arm of the Assembly of the Academic Senate and acts in lieu of the Assembly on non-legislative matters. It advises the President on behalf of the Assembly and has the continuing responsibility through its committee structure to investigate and report to the Assembly on matters of Universitywide concern. The Academic Council considered more than sixty initiatives, proposals and reports during the 2005-06 year, making recommendations on a range of issues and university policies that included UC employee compensation; the University budget; academic programs, systemwide research units; and amendments to the Manual of the Senate and to the Academic Personnel Manual.. The final recommendations and reports issued by the Academic Council in 2005-06 can be found on the Senate's website at: <http://www.Universityofcalifornia.edu/senate/reports/>. Matters of particular import for the year are noted below.

### UC EMPLOYEE COMPENSATION

Throughout the year, the Academic Council provided a prominent and consistent faculty voice in discussions of issues relating to the Regents' proposals on universitywide and senior leadership compensation and to public concerns about UC senior management compensation practices. Council formulated a series of both proactive and responsive recommendations on these matters, as itemized in the following timeline.

**September 2005.** The Council was briefed on the report "UC Total Remuneration: Current Situation and Planning for the Future," which was developed by Mercer Human Resources Consulting and whose recommendations formed the basis of the Regents' proposed: "Policies on Universitywide and Senior Leadership Compensation and Procedures for Senior Leadership Compensation." The Mercer report's analysis also provided the basis for the planned "slotting" structure for senior management salaries that was being considered by the Regents.

**October-November 2005.** In response to the Regents' compensation proposal, the Academic Council drafted and approved its *Resolution on Proper Compensation Priorities* calling for: 1) a rational and transparent process in determining senior management salaries; 2) senate review of any new salary structures; and 3) the establishment of compensation priorities that reflect the importance of those UC employees whose work is most proximal to the tripartite mission of the University. Council also finalized a *Resolution of the Academic Senate in Opposition to the Use of Private Funds for Senior Leadership Salaries*. Both of these resolutions were adopted by the Assembly at its November 9, 2005 meeting.

**January-February 2006.** The Council finalized its proposed *Compensation Principles Recommended to the University of California by the Academic Senate of the University of California*, which submits that the principles of transparency, fairness, and merit form a proper foundation for University compensation policies. These *Principles* were adopted by the Assembly on February 8, 2006, and forwarded to the President with the request that they be presented to the Regents for consideration as University Policy. The Academic Council also forwarded for transmission to the Regents a request to delay implementation

of the planned senior management salary structure in order to allow for full review and refinement of the proposal, and at the same time submitted a set of specific comments on: methodology for determining compensation levels; appropriate rationale for salary increases; the consultative process; and the public perception of the University.

**April 2006.** The Academic Council submitted additional recommendations on senior management compensation, pointing out that the proposed pay structure for Deans and Chancellors, which was based on the perceived prestige of each campus, would have the effect of dividing and stratifying campuses. Council urged using one pay grade per title; basing salaries on academic qualifications, administrative experience, and the complexity and challenge of the job; and basing promotions on performance.

**May 2006.** The Council reviewed the report of the Bureau of State Audits on UC Compensation, the findings of the PricewaterhouseCoopers' audit of UC executive compensation, and the report of the Task Force on UC Compensation, Accountability and Transparency. Responding to the latter, Council issued a position statement that offered point-by-point responses to the Task Force recommendations and which was forwarded for presentation to the Regents at their May meeting. Also in May, Council forwarded comments to the President on the importance of consultation with relevant Senate committees in early stages of policy development, and finalized a set of *Proposed Principles on Private Funding for Senior Leadership Salaries at the Level of Dean and Above Principles*, which were adopted by the Assembly on June 14, 2006 and sent forward for consideration as University Policy.

**July 06.** The Council issued additional recommendations on the senior management salary 'slotting' plan, requesting the establishment of a joint task force to develop an appropriate salary scale for senior management that addresses the concerns raised by the Senate.

## **BUDGETARY ISSUES**

Maintaining UC as a Public University. In October, the Academic Council endorsed and forwarded to the Provost a *Resolution on Maintaining the Public Status of the University of California*, which requests that the Long Range Guidance Team (LRGT) assess the impact of increased reliance on private funds, including the long term implications of Compact, on the instructional, research and public service missions of UC. The LRGT's response to Council on its findings is pending.

The 'Futures' Report. In related budgetary business, Council reviewed a report of the University Committee on Planning and Budget (UCPB) entitled *Current Budget Trends and the Future of the University of California*. The report evaluates the long-term implications of the Higher Education Compact with the Governor, and those of three other budgetary scenarios that are based on varying degrees of state and private support. The report arose from UCPB's concern that the current trend of reduced state support for UC is leading to a diminishment in the scope and quality of the University and may soon be irreversible. The Academic Council felt UCPB's report raised important questions warranting discussion both within and outside the University and, therefore, received the report for posting on the Academic Senate website and for wide distribution.

FTE Growth. Based on a preliminary analysis showing higher growth in management as compared to other FTE categories, Council requested that FTE growth trends and disparities be looked at in depth. In response, a joint Senate/administrative workgroup was established

to address this matter which will report findings next year.

## **GRADUATE EDUCATION**

Memorial to the Regents on Non-Resident Tuition. In February, the Academic Council voted to forward to the Assembly a Proposed Memorial to the Regents of the University of California. The Memorial was submitted to a ballot of all UC Senate members and was approved by a wide majority. The Memorial calls on the Regents to eliminate non-resident tuition for academic graduate students after their first academic year. Passage of the Memorial provided support for parallel recommendations made by the joint Senate/administrative advisory committee on graduate student support (see below).

Competitive Graduate Student Financial Support Advisory Committee (GSAC). On the recommendation of the Academic Council, this group was established last year to advise the Provost on graduate and professional student support issues. It includes representatives from UCPB, CCGA, and UCORP. Council received updates on GSAC's deliberations throughout the year, and at its July 26, 2006 meeting, endorsed the GSAC Final Committee Report and its recommendations to: eliminate, in stages, nonresident tuition for academic doctoral students; provide fee relief for academic graduate students; and restructure graduate aid allocations to campuses and treat graduate student fee remissions as distinct from student aid.

Academic Council Report *The Decline of UC as a Great International University.* Initiated by the Coordinating Committee on Graduate Education, this report was endorsed by Council in September. It maintains that the central long-term concern for the quality of UC is diminished competitiveness in recruitment and retention of the best graduate students, and advocates active aggressively pursuing creative solutions for the support of graduate student education. The report was forwarded to the President and the Provost in October for wide distribution.

## **RESEARCH ISSUES**

Review of the California Institutes for Science and Innovation (Cal ISIs). The Council approved a draft protocol for the review of the Cal ISIs, developed by UCPB and UCORP, which incorporates Senate recommendations made over the past five years for establishing a regularized review of the Institutes. The protocol was adopted by the Provost as the basis for a sequential review of the four Cal ISIs beginning in the fall of 2006 with the review of Cal IT2.

Proposed Review of the Division of Agriculture and Natural Resources (DANR). Following on several previous calls of the Academic Council for a full review of DANR (which would include the Agricultural Experiment Stations and the Cooperative Extension/Natural Reserves), this year's Council reiterated the recommendation noting that the review should coordinate with changes in DANR's leadership. Council also forwarded an updated list of nominees for a DANR review panel.

Senate Review of Multi-campus Research Units (MRUs). The Academic Council commented on the 15-year reviews of the University of California Committee on Latino

Research (UCCLR) and the Biotechnology Research and Education Program (BREP). Council's disposition on UCCLR's future funding and operations is pending review of additional information that was requested from the UCCLR Director, and will likely be finalized early in the coming year. Regarding UCBREP, Council, in consultation with CCGA, UCORP, and UCPB, determined that because of significant changes in the nature of the MRU, UCBREP should be phased out over the next three years but be encouraged to reapply for funding as a new MRU based on its actual nature and function.

Other Research Activities. The Council was regularly updated on the activities of the joint Senate/Administration work group on the MRU review and funding process. The group's recommendations will go out for Senate review in the fall. Council was also briefed on the UCORP's inquiry into the operations of UC's Institutional Review Boards (IRBs). UCORP's report and set of recommendations are out for general Senate review and comment from appropriate administrative agencies.

### **SENATE LEADERSHIP**

By a vote of the Assembly of the Academic Senate, the elected 2005-2006 Academic Council Chair was removed from office on March 13, 2006. At that time, the elected Academic Council Vice Chair for 2005-2006 assumed position as Chair of the Academic Council and of the Academic Assembly with continuing tenure through the 2006-2007 year. Following on this action, the Academic Council formed an ad hoc subcommittee to review the roles and responsibilities of the Chair, Vice Chair and Executive Director of the Systemwide Senate and make recommendations on possible regulations or structures to ensure continuity in the work of the Senate and address and remedy conflicts or lapses if they arise in the performance of the duties associated with those positions.

### **DIVERSITY ISSUES AND ACTIVITIES**

This year, the Academic Council deliberated two important diversity initiatives submitted by the Committee on Affirmative Action and Diversity (UCAAD) . In March, Council completed its consideration of UCAAD's *Recommendations for Local Diversity Committee Empowerment* and in April referred them to the divisions for implementation and encouraged UCAAD to monitor the divisions' progress in implementing their recommendations. Council also considered and finalized the *Proposed University of California Statement on Diversity*, which was forwarded to and adopted by the Assembly. The Statement confirms the Senate's commitment to diversity and equal opportunity. It was presented at the President's Summit on Faculty Diversity in May.

In order to bring a heightened awareness of diversity issues to Council's deliberations, the Chair of UCAAD has been invited to participate in Council meetings as a non-voting guest through the 2006-07 year.

### **REVIEW OF SENATE PROPOSALS**

#### **Undergraduate Education**

The Council approved and forwarded to the Provost for consideration by the Academic Planning Council two proposals of the University Committee on Educational Policy: *Preliminary Recommendations on Summer-Session Instruction*; and a proposal on the

formation of a Task Force on Undergraduate Education that will advise on long-term enrollment and program planning.

### **Admissions**

The Academic Council received regular updates on the activities of the Board of Admissions and Relations with Schools (BOARS). Two BOARS initiatives approved by Council were *Guidelines for Implementation of University Policy on Admission by Exception*, and a proposal to form a joint Senate/Administrative task force that would revise the material provided by UC to high schools on how to structure courses to meet the mathematics ('c') and laboratory ('d') subject requirements for UC eligibility.

### **Faculty Welfare**

The Academic Council approved and distributed to all UC Senate members two informational documents drafted by the University Committee on Faculty Welfare (UCFW) for the benefit of UC faculty: *The Academic Council Memorandum on the Resumption of Contributions to the University of California Retirement Plan*; and the *Academic Council Informational Report on Health Care Reimbursement Accounts and Health Savings Accounts*. In addition, Council reviewed and approved the UCFW-initiated report: *Academic Council Recommendations on Campus Childcare Facilities and Priorities for the Recruitment and Retention of Faculty*, asking the President to urge campuses to take advantage of matching funds earmarked for the construction of on-campus childcare facilities

### **International Education**

On the recommendation of the Academic Council, the Provost established in December an Ad Hoc Committee on the Future of International Education at UC, which was charged with examine and make recommendations on the future of existing international programs, including the Education Abroad Program (EAP), considering the effectiveness and relationships among the programs. Upon consideration of concerns raised about EAP, Council made recommendations to expand the membership of the Ad Hoc Committee and revise its charge to include specific budgetary and operational aspects of EAP.

### **Review of the Academic Personnel Manual (APM)**

APM 220-18.b (4) Academic Advancement – Professor Step VI. The Academic Council withdrew its previous recommended changes to APM 220-18.b (4) and charged the University Committee on Academic Personnel to consider the need for any change to the current language.

Formal Review of APMs 700, 710, 711 and 080: Paid Sick Leave, Accommodation, Medical Separation and Constructive Resignation. Council requested that this formal review be abandoned and that a fresh informal review be instituted in fall 2006 of APM policy proposals informed by the Senate's recent discussions of these issues.

### **REVIEW OF ADMINISTRATIVE PROPOSALS**

- Proposed Policy Changes Related to UC Effort Reporting - Approved.

- Draft UC Guidelines on Non-Competitive Funding – Approved with the recommendation that UC’s regulatory mechanism should include Senate consultation.
- Proposed Reconstitution of the A. Gary Anderson Graduate School of Management at UC Riverside – Final Council disposition pending response from UCR to Council’s comments.
- Proposed Law Schools at UC Irvine and UC Riverside – Approved.

## **SPECIAL COMMITTEES OF THE ACADEMIC COUNCIL**

### **Academic Council Special Committee on the National Labs (ACSCONL)**

ACSCONL met eight times in 2005-06 to consider, in consultation with laboratory management and other UCOP senior officers, the range of issues related to the management of the three UC DOE labs, and focusing on various aspects of the transition of management of the Los Alamos National Laboratory from the University to the Los Alamos National Security (LANS) LLC. Council Chair and ACSCONL Chair Oakley regularly updated Council on lab-related issues and ACSCONL activities. In June, the Academic Council endorsed the *Academic Council Special Committee on the National Laboratories Statement of the Academic Council on Interaction Between UC’s Faculty and UC-Associated National Laboratories*, a set of recommended actions for ensuring that faculty expertise and advice are brought to bear in UC’s continued and changing involvement with all three DOE laboratories.

Also relating to shared governance and the lab management changes, Council formally requested President Dynes to secure the appointment of Academic Senate members to each of the six standing committees of the LANS LLC Board of Governors; and as well to direct UC negotiators of the proposed Lawrence Livermore National Security LLC contract to require Academic Senate membership on each of that organization’s standing committees.

### **Special Committee on Scholarly Communication (SCSC)**

Established in November 2003, the SCSC has investigated a range of issues relating to scholarly publication issues including: sustainable costs of production and dissemination of scholarly works; academic advancement and peer review in the context of new and emerging publication methods, and copyright. This year, the SCSC drafted a set of five position papers that articulate principles and best practices related to copyright issues, book and journal publishing, evolving publication technology/practices and the academic personnel process, and the role of scholarly societies. The SCSC also initiated a proposed *Scholarly Work Copyright Rights Policy*, which would grant license to the Regents to place in an open on line repository work published in a scholarly journal or conference proceedings. Both the White Papers and the proposed copyright policy were approved by council and by the Assembly. A Senate/Administrative work group of experts will make refinements to the proposed policy. The work of the SCSC is deemed completed and the committee is disbanded.

**Science and Mathematics Initiative Work Group (SMIG).** The Academic Council made a strong commitment this year to helping ensure the success of the Science and Mathematics Initiative (SMI), an important State and UC program designed to increase the number of

qualified science and mathematics teachers in California. Council established the Science and Mathematics Initiative Group (SMIG) as a strategic work group to provide academic guidance and help coordinate campus implementation of the Science and Mathematics Initiative (SMI). In July, Council endorsed and forwarded to the Provost SMIG's recommendations designed to sustain and improve the operational and academic quality of the program. SMIG will continue activities through next year.

## **RELATIONS WITH OTHER GOVERNING BODIES**

### Joint Administrative/Senate Retreat

The Academic council has established the practice of meeting in alternate years with the chancellors and with the executive vice chancellors to discuss matters of joint concern. This year, Council members met with the EVCs to discuss: 1) UC budget policy and how it should change as student fees increase, including a discussion of the UCPB "Futures Report"; 2) systemwide academic planning and administrative reorganization; 3) faculty diversity at UC; and 4) the UC faculty salary scale and the significant number of off-scale salaries across campuses.

### The Regents

The Academic Council Chair and the Academic Council Vice Chair executed their roles as Faculty Representatives to the Regents throughout the year, acting in an advisory capacity on Regents Standing Committees, the Task Force on Compensation and its implementation sub-group, and to the Committee of the Whole.

## **ACKNOWLEDGEMENTS:**

We express our sincere gratitude to all members of the University of California Office of the President for their hard work and productive collaboration with the Senate over the past year. In particular, we thank these senior UC managers whose roles as consultants to the Academic Council were a vital and engaging part of our meetings: Robert C. Dynes; President; Wyatt R. Hume, Provost and Executive Vice President-Academic Affairs; M.R. C. Greenwood, former Provost and Senior Vice President-Academic Affairs; Bruce Darling, Executive Vice President-University Affairs; Joseph Mullinix, former Senior Vice President-Business and Finance, and Lawrence Hershman, Vice President for Budget.

Respectfully submitted:

John Oakley, Chair  
Michael Brown, Vice Chair

### **Divisional Chairs:**

Alice Agogino, Berkeley  
Dan Simmons, Davis  
Kenneth Janda, Irvine  
Allison Lavine, Los Angeles  
Manuela Martins-Green, Riverside  
Jean Bernard Minster, San Diego  
Deborah Greenspan, San Francisco  
Walter Yuen, Santa Barbara  
Faye Crosby, Santa Cruz

### **Senate Committee Chairs:**

Michael Brown, BOARS  
Duncan Lindsey, CCGA  
Anthony Norman, UCAP  
Denise Segura, UCEP  
Raymond Russell, UCFW  
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