

## ACADEMIC COUNCIL ANNUAL REPORT 2021-22

### TO THE ASSEMBLY OF THE ACADEMIC SENATE:

The Academic Council is the executive committee of the Assembly of the Academic Senate. It acts on behalf of the Assembly on non-legislative matters, 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 University-wide concern. In the 2021-22 academic year, the Academic Council held 11 regular meetings to consider multiple initiatives, proposals, and reports. Council's final recommendations and reports may be found on the [Academic Senate website](#). Matters of particular importance for the year are summarized below.

### PANDEMIC RESPONSES

Council discussed the ongoing effects of the Covid-19 pandemic emergency on University operations, faculty welfare, and student life. Although faculty were enthusiastic about returning to campus after 18 months of remote teaching and learning, many were also experiencing substantial fatigue, frustration, and anxiety in relation to the continuing crisis and how it was affecting their professional and personal lives. Ongoing public health cautions and the UCOP office refurbishment project prevented Council from meeting in person until July 2022. All other Council meetings were held in a videoconference format. Council engaged senior administrators each month in discussions about Covid case rates and hospitalizations, mitigation strategies, vaccine compliance, and other pandemic issues. Council issued or endorsed several reports and letters directly related to the effects of the pandemic, including the following:

***Mitigating Covid Impacts on Faculty:*** Council [endorsed](#) the report of the joint Working Group on Mitigating Covid-19 Impacts on Faculty (MCIF-WG), which issued recommendations to the University for addressing the impacts of the pandemic on faculty advancement, morale, work-life balance, and dependent care. The report's key recommendations included incorporating Achievement Relative to Opportunities (ARO) principles into merit and promotion expectations and implementing new mechanisms to support research recovery. Council also [endorsed](#) a UCFW request to amend the Academic Personnel Manual to include ARO principles. Chair Horwitz and 2020-21 Chair Gauvin sent President Drake a [letter](#) urging support for the MCIF-WG recommendation to grant faculty an extra sabbatical credit to recognize and appreciate their extraordinary teaching efforts and to aid them in reviving their research.

***Covid Effects on Students:*** Council [endorsed](#) a joint letter from CCGA and the Council of Graduate Deans with recommendations for addressing the long-term effects of the pandemic on graduate student progress and graduation, research opportunities and funding, and the faculty pipeline. Council members also encouraged the University to increase support for campus mental health services in anticipation of ongoing effects to student mental health.

***Faculty Survey:*** The Senate distributed a survey to UC faculty and instructors about their experiences with remote instruction during the pandemic, the personal impact of the pandemic on their work and family lives, and their views on the relative effectiveness of in-person vs. online course modalities. Senate leaders will present the results of the systemwide survey to the UC Board of Regents at the November 2022 Regents meeting.

***Mandated Class Recording and Hybrid Instruction:*** Council [endorsed](#) recommendations from UCAF about campus policies that mandate class recording to accommodate disabled students. The letter warned that a blanket mandate for class recording beyond accommodations required by the Americans with Disabilities Act would violate faculty academic freedom and chill classroom speech. UCAF also warned that a mandate for permanent universal dual-modality instruction in post-pandemic circumstances would violate academic freedom and create impossible demands on faculty labor. Council sent President Drake an additional [letter](#) expanding on some of these concerns.

***Remote Teaching Requests from TAs and GSIs:*** Council [approved](#) a CCGA letter with recommendations for responding to requests from Teaching Assistants and Graduate Student Instructors to convert courses to a remote format for non-pedagogical reasons unrelated to medical accommodation.

***Academic Policy Modifications:*** Council issued temporary policy modifications and other recommendations to campuses related to undergraduate and preparatory education in the context of the pandemic. These included an [Extension of Guidance on Divisional Flexibility for Grading Options](#), and the [extension](#) of a waiver of Senate Regulation 636.B and 636.C (alternative placement processes for new students) to summer and fall 2022.

## CLIMATE CRISIS AND SUSTAINABILITY

***Climate Crisis Task Force:*** A new systemwide Senate ad hoc Senate Climate Crisis Task Force met to discuss campus activities related to the climate crisis, brainstorm on strategies for building a sustained Senate role in addressing climate crisis issues on the campuses, and forge closer ties between campus faculty and the Global Climate Leadership Council. The Task Force asked the Academic Council to recommend to the Assembly that it approve and initiate a ballot on a proposed Memorial to the UC Regents on the topic of the climate crisis, discussed below.

***Memorial to the Regents:*** The Senate approved a [Memorial](#) to the Regents using the process outlined in [Senate Bylaw 90.C and 90.E](#), which requires Assembly approval of a Memorial before a vote of all Senate members. Of 3,649 Senate members who voted, 84.6% voted in favor of the Memorial to petition the Regents for “investments in UC’s infrastructure that will reduce on-campus fossil fuel combustion by at least 60% of current levels by 2030 and by 95% of current levels by 2035.”

***Policy on Sustainable Practices:*** The Senate participated in the systemwide review of revisions to the Presidential Policy on Sustainable Practices. The Senate [supported](#) the revisions as a meaningful step toward stronger sustainability policies and practices, but also felt the policy did not go far enough to address the climate crisis, included insufficiently aggressive targets for eliminating fossil fuel use, overemphasized the use of carbon offsets, and lacked clear accountability and enforcement mechanisms.

## UNDERGRADUATE AND PREPARATORY EDUCATION

**Online Education:** Council discussed forces pushing for the expansion of online education at UC, and the possible role of fully online undergraduate degrees, majors, and minors in any expansion. Council was concerned about allowing financial and space considerations to drive academic decisions about online education and it observed that campuses would need significant new resources to develop high-quality online courses. Council questioned the premise that a fully online degree could be designed to provide the same opportunities and experiences as an in-person degree and warned that Senate approval of the first fully online degree could invite many more programs, quickly change the nature of an in-residence University that is the hallmark of UC, create two distinct categories of students, and disproportionately benefit well-resourced campuses. To support its discussions, Council considered a UCEP white paper on online degree programs, a framework for decision-making around online degrees authored by Chair Horwitz, and Department of Education data prepared by Vice Chair Cochran that compared prominent fully online programs with their residential counterparts, the nine undergraduate UC campuses, and other comparison institutions.

Council agreed to circulate for systemwide Senate review an amendment to Senate Regulation 630.E proposed by UCEP to close the loophole that allows campuses to potentially create a fully online degree program through individually-approved online courses. The amendment clarifies the residency requirement for an undergraduate bachelor's degree and requires undergraduates (both transfers and freshman admits) to complete a minimum of six units of in-person courses in a quarter/semester for a minimum of one year, with the in-person course defined as having at least 50 percent of instruction occur in a face-to-face manner.

Chair Horwitz sent Provost Brown a [letter](#) summarizing these discussions.

**Academic Integrity:** Council discussed faculty concerns about paid website services that some students used during the pandemic to post faculty copyrighted materials and violate expectations of academic integrity on online exams. Senate leadership met with UC lawyers and external intellectual property experts to discuss strategies for challenging those practices. Senate leaders are encouraging UC to join CCC and CSU in a lobbying effort to amend the California Education Code 66400 to expand the language that already prohibits the sale of term papers, theses, or dissertations. Council also endorsed a UCEP letter with [recommendations](#) to faculty about how to combat academic dishonesty and intellectual property and copyright violations.

**ELWR Task Force:** Co-Chairs of the Entry Level Writing Requirement Task Force Dana Ferris (UCD) and Karen Gocsik (UCSD) joined Council in March and May to present the Task Force's Phase 1 and Phase 2 reports. The reports and a proposed revision to Senate Regulation 636 will circulate for Senate review in fall 2022.

## UNDERGRADUATE ADMISSIONS

**Standardized Testing:** Council [endorsed](#) a report from the Senate's Smarter Balanced Study Group (SBSG), which included a recommendation against the use of the Smarter Balanced Assessment in the UC admissions process and additional recommendations for supporting the University's goal to achieve a more equitable admissions process. SBSG Co-Chairs Madeleine Sorapure and Mary Gauvain joined Council to discuss the report and recommendations.

**IGETC Area 7:** Following two systemwide Senate reviews, Council [approved](#) a revision to Senate Regulation 478 proposed by BOARS to create Intersegmental General Education Transfer Curriculum (IGETC) Area 7 – Ethnic Studies, an additional IGETC subject area that prospective California Community College (CCC) transfer students can fulfill by completing an approved course in ethnic studies. The revision aligned UC with new state legislation requiring the CSU to include an ethnic studies course in their general education curriculum for a baccalaureate degree.

**A-G Ethnic Studies:** Council sponsored a systemwide Senate review of BOARS’ proposal for a new ethnic studies admission requirement that would require California high school graduates to take a one-semester course emphasizing ethnic studies as part of the existing 15-unit A-G subject requirements. BOARS also approved an initial set of course criteria and guidelines for the new A-G ethnic studies course (Area H), drafted by an A-G Ethnic Studies Faculty Workgroup. Workgroup members joined Council in March to discuss the course criteria. Council asked BOARS to further revise the proposal.

**ACSCOTI:** Ad hoc Senate advisors Professors James Chalfant and Mary Gauvain joined Council to discuss potential systemwide Senate structures that would support a strong and informed faculty leadership role in transfer policy. Council later approved a charge for an Academic Council Special Committee on Transfer Issues (ACSCOTI) that will provide Council with advice on transfer policies and processes.

**Assembly Bill 928:** UC chaired the Intersegmental Committee of the Academic Senates (ICAS), which devoted significant time to the implementation of California Assembly Bill 928, a new state law creating a single transfer pathway from the CCC to UC and CSU through the Associate Degree for Transfer. ICAS proposed the creation of a California General Education Transfer Curriculum (Cal-GETC) to meet the legislation’s requirements. A proposed new Senate Regulation 479 implementing Cal-GETC at UC will circulate for systemwide Senate review in fall 2022.

## GRADUATE EDUCATION

**Degree and School Approvals:** Following recommendations from CCGA, UCPB, and UCEP, Council approved the following degree programs, schools, and simple name changes:

- [Simple Name Change for the School of Education at UC Berkeley](#) (4/22)
- [Proposal for an Eighth Undergraduate College at UC San Diego](#) (3/22)
- [Simple Name Change for the School of Optometry at UC Berkeley](#) (1/22)
- [UC San Diego Proposal to Reorganize Academic Divisions into Schools](#) (1/22)
- [Pre-Proposal for a College of Computing, Data Science, and Society at UC Berkeley](#) (10/21)

CCGA was responsive and efficient in its reviews and worked closely with the campuses prior to approval to hone and strengthen proposals to ensure they met UC standards for educational excellence.

**Master’s Program Reviews:** CCGA Chair Andrea Kasko co-chaired a joint Academic Planning Council Workgroup on Master’s Degree Programs and Program Review. The Workgroup was appointed by the Provost to evaluate systemwide review processes for master’s degree proposals

and to discuss the potential move of delegated authority for approving master's programs from UCOP and the systemwide Senate to the division Senates and chancellors. It [concluded](#) that the existing process is efficient and effective, and that a continued role for CCGA in reviews should be preserved.

***Graduate Student Unionization and Funding:*** Council [endorsed](#) letters from CCGA and UCORP describing how the unionization of graduate student researchers could affect principal investigators and the UC research enterprise in ways that may upend the University's graduate education funding model. Council asked UCOP to convene a joint Administration-Senate workgroup to investigate and analyze these issues. Council also expressed support for the right of graduate students to unionize and recognized that many GSRs are in more traditional employment roles with faculty supervisors and conduct work unrelated to their dissertations.

## RESEARCH

***UC Research Data Policy:*** Following a systemwide review, Council issued a [letter](#) summarizing the Senate's concerns about the scope and intent of a proposed Presidential Policy on UC Research Data and its implementation costs. The letter also made suggestions for improving the policy.

***Multi-campus Research Unit (MRU) Reviews:*** Council approved reports from two Five-Year MRU Reviews of the [UC Institute for Global Conflict and Cooperation](#) and [The Dickens Project](#), as specified by the Compendium. UCORP was the lead committee, with participation of members of UCPB and CCGA, who consulted with their respective committees.

***New Oracle Software:*** Council [endorsed](#) letters from CCGA and UCORP detailing problems associated with the transition to the Oracle Alpha Financials software at UC Merced and UC San Diego. Council asked UCOP to engage UC faculty experts in decision-making around the University's procurement of new software or other technology resources

## BUDGET

***Monthly Budget Briefings:*** The President, Provost, Chief Operating Officer, and other senior leaders met with Council each month to update the faculty on the development of the 2022-23 state budget and UC budget plan, the progress of budget negotiations and advocacy efforts, state legislation affecting the budget, and related issues. Several Council members participated in monthly budget briefing videoconferences for faculty and senior administrators hosted by the Provost that explored budgetary issues in more depth.

***Budget Advocacy:*** Council was pleased that the 2022 state budget Compact funds annual 5% increases to the UC operating budget for the next five years, as well as previously unfunded over-enrollments and a "swap" of nonresident undergraduates at three campuses that exceed the 18% nonresident enrollment policy cap. However, Council was concerned that the Compact's policy targets related to expanded enrollment could harm educational quality, and was disappointed that the budget did not provide, as had been hoped, sufficient additional one-time funding for deferred maintenance, seismic retrofitting, and energy efficiency projects. Council encouraged administrators to seek sustained support for physical and software infrastructure to fully address campus needs; support efforts around mitigating Covid impacts on faculty that require a financial

commitment; address inflationary conditions with higher faculty pay; include graduate students in enrollment growth plans; and convey to the state the critical role of graduate education in relation to the UC mission. They also emphasized the problem of high housing costs in some UC campus communities.

***Rebenching and Campus Funding:*** Council [endorsed](#) a UCPB report with recommendations to guide the next phase of budget rebenching that will enhance the equitable flow of state general funds to campuses through further study and reassessment of the rebenching weighting system, set-asides, mechanisms to fund medical school campuses, and incentives for PhD enrollments.

***CDL Budget:*** Council [endorsed](#) a letter from UCOLASC expressing support for the permanent reinstatement of the California Digital Library collections budget under campus assessment.

## DIVERSITY AND EQUITY

Diversity and equity issues and considerations came up frequently during Council discussions in a variety of contexts. Council also issued letters on the following topics:

***DEI Statements:*** Council [approved](#) and forwarded to division chairs and Provost Brown a clarified and expanded version of its January 2019 recommendations for the use of Statements on Contributions to Diversity, Equity, and Inclusion (DEI) for UC academic positions. The revised recommendations were proposed by UCAADE in consultation with UCAF.

***Presidential Proclamation 10043:*** Council [endorsed](#) a UCIE letter asking the University to voice concerns about Presidential Proclamation 10043, a policy that allows the U.S. State Department to deny new F or J visa applications to certain international graduate students and researchers. Council emphasized that implementation of the policy was unfairly targeting students and researchers, and enabling the U.S. government to base visa decisions on national origin, rather than any evidence of malfeasance or intent to do harm.

## ACADEMIC FREEDOM

***Department Political Statements:*** Following a systemwide Senate review, Council [endorsed](#) a UCAF letter with recommendations that address the freedom of campus academic departments to issue or endorse statements on political or controversial issues. The letter emphasizes that law and UC policy permits departments to post political statements, but strongly advises departments to include disclaimers that make clear that the department does not speak for the University as a whole and to describe in some way whose views in the department the statement represents. The letter also urges departments to clarify which groups are included in the statement and to report the statements unsigned to reduce possible coercion of those who do not wish to sign.

***Critical Race Theory:*** Council [endorsed](#) a statement drafted by the chairs of the UCSC and UCR divisions expressing support for faculty colleagues at universities in Texas, Florida, and other states that seek to restrict what faculty teach and how they teach it, particularly around issues of racism and related issues.

## HEALTH SCIENCES

***Affiliations:*** Council discussed comments from Senate divisions and committees in response to the systemwide review of a proposed Presidential Policy on Affiliations with Certain Healthcare Organizations. Council's [letter](#) expressed support for the policy's goal to support healthcare access, inclusion, diversity, equity, and accountability. The letter also described concerns about the extent to which the policy would help prevent discrimination; ensure access to evidence-based standards of care, particularly abortion, other reproductive health procedures, and gender-affirming care; and affect the University's existing and future affiliations with government agencies, such as the Veterans Health Administration.

***Equity, Engagement, and Morale:*** Council discussed factors affecting low morale among clinical faculty and how the Senate could help address clinician grievances, including their desire for better representation and advocacy. Council assembled an ad hoc working group to consider the specific problems facing health sciences faculty that affect morale and what the Senate could do to help, including revisiting the issue of Senate membership.

## ADDITIONAL FACULTY WELFARE ISSUES

***Resolutions on Dependent Care:*** Council endorsed and sent President Drake a UCFW [resolution](#) highlighting the lack of affordable child care options on or near UC campuses and expressing support for new UC programs that will better support faculty, staff, and students who have dependent care responsibilities, such as child care and elder care. Later, Council forwarded to the President a [follow-up request](#) for a systemwide data collection effort that assesses dependent care availability across the campuses.

***Input on Faculty Salaries:*** UCFW and UCAP led Council's [response](#) to UCOP's request for input into the design of a 1.5% salary equity program for ladder-rank faculty for 2022-23 that addresses salary equity issues. Council agreed with UCFW that the additional 1.5% off-scale increment should be directed preferentially to faculty in the lower one-third of overall income tiers, in recognition of increasing cost-of-living expenses affecting lower-income faculty, who are also disproportionately women and faculty from underrepresented groups.

***Reproductive Rights:*** Council [endorsed](#) a UCFW letter asking the University to show leadership in support of reproductive rights and to take concrete measures to promote continued access to reproductive care following the U.S. Supreme Court's *Dobbs v. Jackson* decision to overturn *Roe v. Wade*.

***Abusive Conduct Policy:*** Following a systemwide review, Council sent UCOP [comments](#) about a proposed Presidential Policy addressing abusive conduct and bullying by and against members of the UC community in the workplace. The Senate will discuss a revised version of the policy in fall 2022.

***Retirement Choice Plan Modeling:*** Council [endorsed](#) a planning model developed by members of the UCFW Task Force on Investment and Retirement to assist new UC employees (hired after July 1, 2016) when choosing a retirement plan (Pension Choice vs. Savings Choice). Council asked Senate divisions and UCOP administrators to distribute the model widely.

**RASC:** Council [endorsed](#) a report from the UCSC Committee on Emeriti Relations summarizing concerns about faculty retiree experiences with the Retirement Administration Service Center (RASC). Senate leaders asked HR to form a dedicated strike team to address immediate problems and develop a long-term plan to restore the effective functioning of RASC.

**Fertility Benefits:** Council [endorsed](#) a UCFW letter asking UCOP to explore the viability of adding fertility benefits to the standard suite of UC health and welfare benefit options.

**@UCStudentDebtChallenge:** Council [endorsed](#) the @UCStudentDebtChallenge, a campaign initiated by faculty at UCM, UCB, and UCI to help and encourage UC faculty, staff, and student employees who are federal student loan borrowers to use temporary new programs for discharging loans.

## ACADEMIC PERSONNEL ISSUES

**Collective Bargaining:** Council received several confidential briefings from the Office of Academic Personnel and Programs on the status of labor negotiations with graduate students and Unit 18 Lecturers. Council held a special session on October 12 and [re-endorsed](#) its January 2020 Statement on Collective Bargaining Negotiations, urging the University and the union representing Unit 18 Lecturers to work toward a fair solution. Council also discussed negotiations between UC and the union seeking to represent Graduate Student Researchers (GSRs). A particular focus for those discussions were the parameters and requirements for GSR membership in the union, as well as the fundamental nature of labor vs. academic studies.

**Innovation and Entrepreneurship:** UCORP and UCAP [led](#) the Senate's consideration of a request from the Regents Special Committee on Innovation Transfer and Entrepreneurship to consider including explicit recognition of innovation and entrepreneurship activities in the Academic Personnel Manual (APM) section on faculty promotion and tenure guidelines. The Special Committee agreed with Council that the APM already includes sufficient provisions for recognizing faculty contributions to innovation and entrepreneurship.

**LSOEs Serving on CAPs:** Council [approved](#) a UCAP letter for distribution to division chairs addressing issues related to the voting rights of Lecturers with Security of Employment who serve on divisional CAPs.

**Regents Policy 1203:** Leaders from the Office of Academic Personnel and Programs joined Council to discuss a proposed revision to a Regents policy relating to the automatic conferral of emerita/emeritus status on every Senate faculty member at the Associate Professor and Professor rank (or equivalent), upon retirement.

## OTHER BRIEFINGS AND ISSUES

**Senior Managers:** President Drake, Provost Brown, and CFO Brostrom joined Council each month to exchange views with the faculty on budget issues; the pandemic and campus reopening plans; UC Health affiliations; faculty diversity; health care and benefits; Regents agenda items and presentations; labor relations; standardized testing; union negotiations; Regents business; diversity and inclusion initiatives, including the Native American Opportunity Plan; and other topics.

**Regent Visit:** Chair of the Regents Cecilia Estolano joined Council in October to discuss state funding and state relations; common goals for access, affordability, diversity, and continued excellence; the University's research and graduate education mission; and her goals around the University's support for small businesses and women- and minority-owned businesses, expanding undergraduate and graduate enrollment, and elevating the status of UC climate crisis research.

**Reports from Division Chairs:** Council set aside time at each meeting for reports from division chairs. These reports included campus efforts to manage pandemic disruptions to teaching and research activities; planning around fall reopening and the nature and extent of Senate involvement in planning; views and concerns about vaccine distribution, the safety of in-person instruction, and a vaccine mandate; local efforts to organize faculty in advocacy around the climate crisis; remote teaching and learning accommodations for faculty and disabled and other students, and local processes for handling requests for temporary remote teaching accommodation for faculty; the affordable housing crisis; staffing shortages; and other issues.

**Future of Hybrid Work:** COO Rachael Nava joined Council to discuss remote and hybrid work arrangements for staff post-pandemic. Council sent COO Nava a [letter](#) urging the University to balance flexibility for staff with the instructional and research needs of faculty and students.

**ACSCOLI:** Academic Council Special Committee on Lab Issues Chair Michael Todd updated Council in June about the work of the ACSCOLI and the UC-managed national laboratories.

**Campus Safety Plan:** Council engaged President Drake in several discussions about campus safety and policing, the President's efforts to engage the UC community, and the work of a systemwide work group with Senate representation focused on collecting and sharing campus safety data, and another focused on alternatives for police vehicles, uniforms, and equipment.

**Regents Committee on Health Services:** Sonia Ramamoorthy, Senate Representative to Regents Committee on Health Services, joined Council to discuss several current focus areas for the Health Services Committee.

**ECAS:** Senior Vice President Alexander Bustamante who leads the Office of Ethics, Compliance and Audit Services (ECAS) joined Council to discuss the role of ECAS and its efforts to enhance communication and transparency around compliance requirements, and to better support faculty, save them time, minimize research disruptions, and improve their understanding of IT security regulations, conflicts of interest, and other issues.

**Asynchronous Instruction on Election Day:** A UC Student Association delegation joined Council to discuss their proposal that UC establish Federal Election Day as an annual day of asynchronous instruction.

**Oliver Johnson Award:** Council named Professor Emeritus Dan Hare (UCR) recipient of the 2022 Oliver Johnson Award for Distinguished Service to the Academic Senate.

## **ADDITIONAL SYSTEMWIDE REVIEWS**

In addition to those already mentioned, Council sent comments on the following policies and policy revisions circulated for systemwide Senate review:

- [Proposed Revisions to the Presidential Policy on Supplement to Military Pay](#)
- [Proposed Presidential Policy on Integrated Pest Management](#)
- [Revised Presidential Policy on Sexual Violence and Sexual Harassment](#)
- [Proposed Revisions to APM 025 and 671, Conflict of Commitment and Outside Activities](#)
- [Proposed Revisions to APM 759, Leaves of Absence/Other Leaves Without Pay](#)
- [Proposed Revisions to APM 715 and APM 760](#)
- [Report of the Negotiated Salary Trial Program Phase 2 Taskforce](#)

## **RELATIONS WITH OTHER GOVERNING BODIES**

***Board of Regents:*** The Council Chair and Vice Chair executed their roles as faculty representatives to the Regents throughout the year, acting in that capacity on Regents' Standing Committees, and the Committee of the Whole. Chair Horwitz delivered remarks to the Regents at each meeting; these can be found on the [Academic Senate website](#).

***ICAS:*** Chair Horwitz chaired the Intersegmental Committee of the Academic Senates, which represents the faculty Senates of the three segments of California public higher education. The Council Vice Chair and the chairs of BOARS, UCOPE, and UCEP also attended ICAS meetings.

***Health Services Committee:*** Council selected Professor Sonia Ramamoorthy (UCSD) as its nominee for a full term as Senate Representative to the Regents Committee on Health Services.

## **ACKNOWLEDGEMENTS**

We express our gratitude to UCOP staff for their hard work and productive collaboration with the Senate over the past year. In particular, we thank the senior UC managers who as consultants to the Academic Council were vital to our meetings: President Michael Drake; Provost and Executive Vice President Michael Brown; Chief Financial Officer Nathan Brostrom; Vice Provost Susan Carlson; Associate Vice President David Alcocer; Senior Vice President Alex Bustamante, Title IX Director Suzanne Taylor; Associate Vice Provost and Deputy to the Provost Amy Lee; Director of A-G and Transfer Policy Monica Lin; Director of Academic Policy and Policy Exceptions Kimberly Grant; Deputy General Counsel Allison Woodall; Senior Counsels Josh Meltzer and Angus MacDonald; and UCSA Leadership.

Respectfully submitted:

Robert Horwitz, Chair  
Susan Cochran, Vice Chair

**Divisional Chairs:**

Ronald Cohen, UCB  
Richard Tucker, UCD  
Joanna Ho, UCI  
Jessica Cattelino, UCLA  
LeRoy Westerling, UCM  
Jason Stajich, UCR  
Tara Javidi, UCSD  
Steven Cheung, UCSF  
Susannah Scott, UCSB  
David Brundage, UCSC

**Senate Committee Chairs:**

Madeleine Sorapure, BOARS  
Mary Lynch, UCEP  
Andrea Kasko, CCGA  
Daniel Widener, UCAADE  
John Kuriyan, UCAP  
Jill Hollenbach, UCFW  
Karen Bales, UCORP  
Kathleen McGarry, UCPB

**Council Staff:**

Monica Lin, Executive Director  
Hilary Baxter, Executive Director (Retired)  
Michael LaBriola, Assistant Director