

ACADEMIC COUNCIL

**Minutes of Meeting
October 25, 2023****I. Consent Calendar**

1. Today's agenda items and their priority
2. Draft Minutes of September 27, 2023
3. UCR Master of Public Health

ACTION: Council approved the consent calendar.

II. Senate Officers' Announcements

- **James Steintrager, Academic Council Chair**
- **Monica Lin, Senate Executive Director**

Academic Congresses: Chair Steintrager and several Council members attended a systemwide congress on the Future of Graduate Education at UCLA on October 9, convened by Provost Newman. A keynote address from Princeton Professor of History David Bell outlined a proposal to meet the challenges of the changing academic employment market by shortening time to degree for PhDs. UCSB Senate Division Chair Scott and UCI Vice Provost for Graduate Education Hayes presented the interim report of the Academic Planning Council Workgroup on the Future of Doctoral Programs at UC. Two more systemwide congresses are planned: one in February 2024 on artificial intelligence and one in spring 2024 on online education.

APC Workgroup: UCD Senate Division Chair Palazoglu co-chairs an APC workgroup on Faculty Work & Recovery Post-Pandemic that is discussing strategies for recovering faculty professional and community connections and workload balance.

Regents Meetings: The Senate chair and vice chair attended the October meeting of the Regents Health Services Committee, which discussed medical options for victims of sexual assault and the implementation of Regents Policy 4405 governing UC's affiliations with external healthcare organizations. The Special Committee on Athletics also met to discuss delegations of authority related to athletics.

Senate Service Engagement: Executive Director Lin summarized the findings of a systemwide Senate staff project focused on strengthening and diversifying systemwide Senate service participation. Its survey of Senate faculty leaders and executive directors identified several barriers to Senate service: limited time, particularly due to responsibilities of being at a particular career stage; lack of recognition; and insufficient compensation (financial or otherwise). The systemwide Senate will develop a strategic plan that outlines short- and long-term initiatives to increase Senate service.

III. Presidential Policy on Affiliations with Certain Health Care Organizations, Implementing Regents Policy 4405

Council reviewed comments from Senate divisions and committees in response to proposed revisions to the Presidential Policy on Affiliations, which finalize the interim presidential policy implemented in 2022. The policy establishes guidelines for entering into and maintaining

affiliations with external health care providers that impose policy-based restrictions on care, particularly those rooted in Ethical and Religious Directives for Catholic Health Care Services (ERDs) that limit evidence-based diagnoses and treatments.

Reviewers expressed support for revisions that addressed ambiguities in the policy; established the University's commitment to evidence-based care; and exempted "Public Affiliations" such as the Veterans Health Administration and other government agencies. Seven divisions broadly endorsed the revisions. Others expressed opposition over concerns about affiliating with providers that discriminate, and/or concerns about specific revisions that weaken the policy.

Chair Steintrager and Council members reviewed some of the remaining concerns:

- The policy continues to deny care to patients who require contraception, post-partum sterilization, or gender-affirming care typically restricted under ERDs.
- Each location should have a robust reporting mechanism with a designated ombudsperson for UC personnel to contact if they feel their freedom to exercise professional judgment at an affiliate is hindered. UC personnel should not be required to sign agreements compelling adherence to ERDs.
- The policy should provide safeguards to ensure that UC student trainees who object to their assigned affiliate can secure alternative placements; the burden to find an alternative placement should fall on the department, not on the trainee.
- Additional clarity is needed about what constitutes an "emergency" that permits UC personnel to perform specific and otherwise restricted procedures.
- The policy could impede UC employee access to healthcare coverage, particularly in regions with limited healthcare providers.

ACTION: Council agreed to forward the divisional and committee comments with a summary letter to Executive Vice President Rubin of UC Health. A motion was also made and seconded to endorse the revised policy. The vote was 12-4 with 1 abstention.

IV. Consultation with Senior Managers

- **Michael V. Drake, President**
- **Katherine Newman, Provost & Executive Vice President**
- **Nathan Brostrom, Executive Vice President & CFO**

Academic Congress: Provost Newman noted that the October congress was an opportunity for faculty and administrators to discuss new models of educational delivery and funding that will prepare and diversify the future professoriate, strengthen links to undergraduate education, and co-exist with the new world of academic labor. As a follow-up, the campus executive vice chancellors (EVCs) will hold a one-day meeting to discuss the intersection of graduate and undergraduate education supported by examples of innovative course and assessment designs that improved educational delivery.

During the discussion:

- Council members suggested that future congresses include a greater Senate role in planning, as well as more time for general discussion about pedagogical innovations. They noted that in many fields an academic career is the alternative to an industry career, and emphasized the importance of protecting small graduate programs and delivering on UC's promise that a career will be waiting for students after PhD attainment.

- Provost Newman noted that she had originally envisioned the congress as a much larger gathering and said future congresses would be shaped differently. The congress was intended to provoke open-minded thinking, and contend with realities related to resources and the labor market for doctoral graduates within and outside of the academy. UC must think about how it can best prepare the next generation of PhD recipients for jobs in the context of these constraints; and how placement and market options connect to cohort size. Simply protecting the status quo is unfair to students and fiscally unsustainable. She agreed that faculty have a critical on-the-ground perspective about curriculum and quality.

Middle East Conflict: President Drake lamented the terrorist attacks in Israel, the subsequent humanitarian crisis in Gaza, and expressed his hope for a peaceful resolution to the ongoing conflict. He noted that UC campuses are connected to the world and the stark differences of opinion on this issue are playing out now on UC campuses.

Labor: President Drake observed the resurgence of labor movements throughout the country. The global economic landscape underwent significant change during the pandemic, which posed new challenges for some UC graduate students around housing and food expenses. UC is fully committed to upholding the terms of its labor agreements. Its relationship with the UAW is new and developing, and there is a shared commitment to finding effective solutions.

Leadership Searches: The searches for the UCLA and UCB chancellors will identify the most qualified individuals to lead those campuses. The positions are highly appealing opportunities, and the University expects many strong candidates.

Online Degrees: President Drake noted that last year the systemwide Senate clarified the undergraduate residency requirement in a way that effectively prevents campuses from offering fully online undergraduate degrees unless a special exception is approved by the systemwide Senate. While the Regents have delegated various decision-making authorities to the president, Senate, and other parties, the Regents still possess ultimate decision-making authority. Several Regents oppose the new campus experience requirement, considering it a significant change in the conditions of an undergraduate degree that should have warranted their consultation. President Drake expressed his concern that unless the Senate finds a way to address Regents' concerns in this regard, they may revoke the Senate's authority. President Drake proposed that the systemwide Senate have an opportunity to review any campus's proposed online undergraduate degree program and send a non-binding recommendation to the campus, which would retain ultimate approval authority. President Drake also emphasized his opposition to any online education initiative that compromises UC quality. He also noted that there are situations, such as accommodating individuals with disabilities, where online degree programs can be beneficial. The path forward should involve collaborative efforts to identify a productive and quality-driven approach.

Budget: CFO Brostrom noted that the Regents will consider a 2024-25 budget plan and request at their November meeting. UC state revenues have grown under Governor Newsom, but the university's expenses are also rising. UC's employer costs for health benefits will increase 12% next year; a 1.0% increase to employer contributions to UCRP is also being contemplated; and campuses are absorbing new labor costs from the UAW contracts. A core funds deficit is

projected, but the CFO believes it can be sufficiently addressed to support a proposed 4% salary program for faculty and non-represented staff in the 2024-25 budget plan.

During the discussion:

- Council members emphasized that faculty indeed support incorporating online modalities into degree programs; however, they also raised concerns about the poor experiences and outcomes that accompanied the move to fully remote education during the pandemic. They noted that claims regarding online degrees expanding access to underrepresented groups lack empirical support. They also emphasized that the campus experience plays an important leveling role for students, particularly first-generation and historically underserved students, and that neither the faculty nor the administration understands yet what additional support services will be needed to complement an online degree. They recommended that the president establish a task force to thoroughly examine these and other aspects of fully online degree programs as a bulwark against hasty decisions and lack of appropriate infrastructure. Meanwhile the Senate will develop a plan for evaluating and approving UC quality online programs.
- President Drake responded that the University needs to demonstrate to the Regents a prompt commitment to progress. He also noted the significant pedagogical advancements in online education in recent years.
- A Council member encouraged the University to focus on improving the compensation of non-represented staff who are critical to the daily work of the University. Members also encouraged consideration of housing supplements and other non-traditional forms of compensation to help faculty and staff struggling with high housing costs.
- President Drake noted that the salary increases for non-represented staff in 2022-23 and 2023-24 were the largest in a generation and that UC's staff salary equity program helps support competitive compensation. CFO Brostrom noted that several faculty housing projects are in the pipeline. He also cited the Mortgage Origination Program and the Zero Interest Supplemental Home Loan Program as assets in faculty homeownership.

V. Interim Report of the Academic Planning Council Workgroup on the Future of Doctoral Programs at UC

o Susannah Scott, UCSB Division Chair and Workgroup Co-Chair

The workgroup is composed of Senate members and administrators, including chairs from CCGA, UCPB, UCORP, and UCAADE; four Senate division chairs; two EVCs; three graduate deans; a vice chancellor for research; a vice president for undergraduate education; the systemwide vice provost for academic personnel; and one graduate student.

Its charge is to evaluate the elements within the existing doctoral education model that should change or be retained in order to sustain UC's tripartite mission, particularly in light of the recent unionization of graduate students. It was asked to deliver interim recommendations by fall 2023, and a final report by spring 2024.

The workgroup is developing systemwide guidance to help reconcile the single systemwide contract for Teaching Assistants (TAs) and Graduate Student Researchers (GSRs) with varying campus practices and financial resources. One recommendation is for faculty to clearly

differentiate graduate students' academic goals and milestones versus their employment-related responsibilities, particularly in course syllabi.

The workgroup is also discussing options for increasing revenues, reducing costs, and reallocating resources to absorb the cost of the new contracts. While the workgroup sees limited prospects for revenue increases, it identified possibilities for reallocating systemwide endowment income and reassessing earmarks and adjusting indirect costs and tuition levied on grants. The two main options for reducing costs relate to enrollment management: reshaping graduate cohorts and/or finding ways to shorten time-to-degree. However, the workgroup acknowledges the conflict between managing enrollments and simultaneous aspirations to enhance accessibility and quality. The University needs better data to support well-informed decisions.

Moving forward, the workgroup will focus on best practices for enhancing and incentivizing graduate student mentoring; restructuring graduate program prerequisites; reconsidering the role of faculty evaluations; and improving the readiness of graduate students for various career paths. In addition, the provost has tasked the group with devising a new post-TA model for delivering instruction.

VI. Office of Graduate, Undergraduate and Equity Affairs

- **Yvette Gullatt, Vice President for Graduate and Undergraduate Affairs and Vice Provost for Equity, Diversity, and Inclusion**

The Office of Graduate, Undergraduate and Equity Affairs (GUEA) oversees the University's academic preparation programs and its educational partnership with K-12 and the California Community Colleges. GUEA also works closely with BOARS to manage undergraduate admissions and implement Senate policies related to freshman and transfer admission. It is responsible for student financial aid, student affairs, graduate education, and graduate studies. It oversees UC's educator development programs; institutional strategy and accountability for diversity, equity, and inclusion (DEI); and UC Online. Finally, it manages special projects such as recent ones related to students with disabilities and K-12 teacher training for ethnic studies.

During the discussion:

Council members noted that campuses struggle at times to manage the array of programs emanating from UCOP. They asked how GUEA interacts with the campuses and decides which priorities to fund. They also asked about the status of UC Online and whether the unit has data on learning outcomes in its online courses. A member observed that campuses employ different DEI data standards, making it difficult to form a systemwide view of accountability.

- Vice President Gullatt noted that GUEA interacts with the campuses in several ways: collaborating on systemwide programs; convening campus leaders to discuss best practices; convening communities of practice; communicating programs, events, and policy changes; and developing campus leaders from underrepresented groups.
- She acknowledged that new programs are sometimes unfunded or underfunded but that GUEA regularly reviews its portfolio to identify priorities, redundancies, and resource needs. She noted that some programs arise in response to state mandates or others, but the UC mission is to ensure equitable access to all Californians who meet preparation standards defined by the faculty. All of GUEA's programs serve that core mission.

- After a 2018 review of UC Online recommended improvements to its funding model and organization that support campus autonomy, the unit started providing block grants to campuses and added an executive director and an advisory board who are incorporating campuses into decision-making around their strategic needs for digital learning. UC Online does not currently have analytics capability, but will soon.
- She noted that UCOP is developing a new DEI accountability framework that will identify systemwide data reporting metrics and standards.

VII. Visit with UC Board of Regents Chair Richard Leib

Chair Leib began by outlining his background and professional experience. He emphasized the pivotal role of the faculty as the driving force behind the University’s academic excellence. While remarking that some have said that shared governance is “fraying,” he stressed the significance of a robust partnership with the Senate, underlining the importance of shared governance for UC’s continued success as the leading public university.

Capacity: UC faces pressure to grow and broaden access to more Californians, as per the 2030 plan that aims to add 33,000 students. However, this growth needs to be a measured and incremental part of a long-term strategy that does not compromise quality.

State Relations and Advocacy: President Drake has fostered a strong relationship with the state, securing new funding for UC. The new UC Center in Sacramento (UCCS) is enhancing UC’s presence in the Capitol, acting as a hub to exhibit faculty research and communicate policy ideas. Chair Leib noted that in 2020 he co-founded Friends of the University, a political action committee to support UC through a statewide advocacy network.

Diversity: UC has made significant strides in promoting social mobility for first-generation and low-income Californians, with 39% of students being first generation and a significant portion receiving federal Pell Grants. However, efforts need to continue to bridge equity gaps, extend UC’s reach to underserved areas, and provide more debt-free pathways to a UC education.

Climate: Chair Leib stressed the importance of leveraging UC’s research capabilities to address substantial issues such as climate change. Acknowledging the need to reduce the University’s carbon footprint, he expressed support for measures to reduce fossil fuel consumption including implementation of the Academic Senate memorial on fossil fuel consumption.

Other Priorities: Chair Leib also noted the importance of the campus chancellor searches, the academic success and well-being of UC student athletes, providing employment opportunities for students regardless of immigration status, and supporting free speech on campuses while ensuring a climate of tolerance for diverse viewpoints. He sought ideas from Council members to enhance faculty morale.

During the discussion:

- Council members expressed gratitude for Chair Leib’s support and inquired how the regents were thinking about extending UC’s reach across California, and the potential role of online education. They suggested expanding access to more Californians through additional buydowns of nonresidents and combining educational outreach with medical outreach.

- UCEP Chair Cocco noted that the revision to Senate Regulation 630 and the new campus experience requirement helps protect the accreditation of in-person degrees. UCEP learned from UC's accreditation agency that if a student is able to complete a degree by taking only online courses, it has to be approved by the agency as an explicit online degree, not an ad hoc online degree.
- Members discussed the challenge of maintaining a balance between undergraduate and graduate enrollment. They asked the Regents for support in promoting the value of graduate education in the Legislature and in communicating the potential consequences of legislative efforts around transfer admission on student preparation and diversity.
- Members raised concerns about faculty morale due to issues like a lack of affordable housing and childcare, workload burdens, and reduced staff support.

Responses from Chair Leib:

- Chair Leib said UC can potentially increase its reach to rural areas of the state through satellite campuses and online education. He emphasized that the regents have diverse views about the role and limits of online education. He expressed his hope that the state will continue to buy out nonresidents and stressed the importance of highlighting all ten UC campuses as exceptional, not just UCB and UCLA.
- He agreed that expanding access to healthcare is an important part of the UC mission and expressed support for exploring ways to combine it with the educational mission while ensuring a sustainable relationship between the medical centers and general campuses.
- Chair Leib acknowledged the issues with transfer legislation and sought suggestions to expand legislative interest in graduate education and research by underscoring their benefits to the state. He also emphasized efforts to increase housing for faculty.

VIII. Revised Presidential Policy on Inventions, Patents, and Innovation Transfer

Chair Steintrager asked UCORP to lead the Academic Council's consideration of new proposed revisions to the Presidential Policy on Inventions, Patents, and Innovation Transfer made by the Office of Research and Innovation in response to Council's June 2023 concerns.

UCORP Chair Schumann noted that the revisions and a new Frequently Asked Questions (FAQ) appendix to the policy address most of the Senate's concerns by adding language ensuring inheritance rights for 35% of patent income and a statement about inventor ownership of patents resulting from permissible outside consulting activities. UCORP had several additional concerns, including a request for clarification about what will happen to an invention that constitutes University Intellectual Property when the University declines intellectual property prosecution and/or commercialization of the invention.

ACTION: A motion was made and seconded to endorse the revised policy contingent on clarification of the circumstances and timeline for the release of intellectual property rights to the inventor should the University decide not to pursue commercialization. The motion passed unanimously.

IX. Academic Personnel and Programs

- **Douglas Haynes, Vice Provost, Academic Personnel and Programs (APP)**
- **Amy K. Lee, Associate Vice Provost, Academic Personnel and Programs**

Faculty Salaries: APP understands that the Senate places a high priority on competitive salaries to support well-being, recruitment, and retention. APP is advocating for a generous range adjustment in 2024-25, but the specifics are not yet determined.

U Grades: The University is in the final stages of proposing a settlement with the UAW concerning the issue of U grades assigned to graduate students across four campuses during the fall 2022 strike. UC will present two options to affected students: either an extended opportunity to appeal the grade or a retroactive withdrawal from the course.

APM 016: APP will conduct a management consultation review of proposed revisions to APM 016, addressing the handling of simultaneous misconduct investigations and academic personnel actions.

Math Fellows: The Public Employee Relations Board has supported a UAW petition to include visiting assistant professors in mathematics within the postdoctoral scholars bargaining unit. To avoid adding a professor title to the bargaining unit, APP proposes assigning them the title of “Math Fellow.” This designation would involve teaching and research duties, allowing them to serve as the instructor of record as an exception to divisional regulations, similar to “Teaching Fellows.”

X. Reports from Senate Division Chairs

The reports highlighted several ongoing challenges related to the new graduate student contracts. These include concerns about their financial implications, clarifying authority regarding class size adjustments, establishing protocols for approving and monitoring paid time off for GSRs, and developing effective measures to assess GSR summer work. Additionally, individual Senates are contemplating the implementation of faculty surveys to gauge the impact of the contracts.

Divisions are engaged in various other initiatives, including:

1. Forming task forces to explore local approaches to Senate Bylaw 55, the process of appointing non-faculty providers at medical center affiliates, and the application of artificial intelligence programs in educational contexts.
2. Exploring alternative compensation methods that also address housing concerns.
3. Addressing issues of academic freedom and responsibility in the context of the Middle East conflict, to strike a balance between free speech and maintaining a respectful and safe campus environment.
4. Developing strategies to enhance faculty involvement in campus life and shared governance.
5. Continuing to address financial and operational challenges associated with the transition to Oracle Alpha Financials software.

Meeting adjourned at 4:30 pm
Minutes prepared by Michael LaBriola, Assistant Director
Attest: James Steintrager, Academic Council Chair