

ACADEMIC COUNCIL

**Minutes of Meeting
July 27, 2022****I. Consent Calendar**

1. Today's agenda items and their priority
2. Academic Council minutes of June 22, 2022
3. UCEP Recommendations to UC Online Advisory Council for Data Collection and Reporting

ACTION: Council approved the consent calendar.

II. Senate Officers' Announcements

- o **Robert Horwitz, Academic Council Chair**
- o **Susan Cochran, Academic Council Vice Chair**

July Regents Meeting: Chair Horwitz's remarks focused, among other issues, on the Senate's concerns about the draft Presidential Policy on Affiliations, including its provisions around reproductive health services provided in the context of "emergency care," which have taken on new significance after the Supreme Court's decision in *Dobbs v Jackson*. President Drake announced the Senate Memorial on Fossil Fuel Combustion, and during the public comment session, several speakers asked the Regents to adopt the Memorial. The Regents also approved an ad hoc COLA for retirees, discussed the status of labor negotiations, a possible systemwide policy on active shooters, and UCLA's decision to join the Big Ten. The Office of Institutional Research and Academic Planning presented the annual UC Accountability Report, which included data showing declines in first-year student retention rates, especially underrepresented and Pell students, and underrepresented faculty.

UCOP presented the 2030 Capacity Plan, a proposal for increasing the enrollment of State-supported students by 23,000 through 2030 to align with the goals in the five-year funding compact with Governor Newsom. The individual enrollment plans that campuses sent UCOP reflected a second, "aspirational." growth projection of 33,000, to be met through the expanded use of Summer Session, online education, and satellite campuses. Senate leaders are concerned that campus administrations did not consult with divisional Senates on the plans. They emphasized to senior UCOP leaders the Senate's dismay that campus 2030 plans were put forward without faculty input. The 2030 Capacity Plan would be stronger with faculty input and support.

Faculty Survey: At the upcoming November Regents meeting, Senate leaders will present data from a systemwide survey about the impact of the Covid-19 pandemic. The survey found that faculty and students continue to experience high levels of stress and disruption from the pandemic, and that faculty have found online instruction to be less effective than in-person instruction on several key measures of student engagement.

- Council members noted that campuses are already over-enrolled and struggling to support existing students. The 2030 Capacity Plan must be tempered by a realistic assessment of the faculty, space, and administrative structures necessary to support enrollment growth. Plans for increasing the use of online education and making Summer Session a "fourth quarter" are more complicated than assumed.

III. Report of the Negotiated Salary Trial Program Phase 2 Task Force

Council reviewed comments from Senate divisions and committees in response to the systemwide review of the Report of the Negotiated Salary Trial Program (NSTP) Phase 2 Task Force. Faculty reviewers were divided about the value of the NSTP. Some supported the program as an effective tool for faculty recruitment and retention. Others were concerned about its potential to exacerbate salary inequities; undermine the merit and promotion system; and compromise the teaching, research, and service missions by shifting faculty effort to revenue-producing research activities. Many reviewers commented on the lack of convincing data in the report to support its conclusions that the NSTP had positively impacted faculty recruitment and retention, and had not negatively impacted the University's teaching, research and service missions.

Chair Horwitz observed that support for the NSTP was concentrated in STEM disciplines where faculty are more likely to benefit financially from it. These faculty argued that the program helps recruitment and retention in STEM fields where salary differentials relative to other disciplines already exist. UCAADE and other reviewers emphasized that allowing more competitive salaries for a select group of faculty exacerbates inequities across disciplines in ways that are also reflected by gender, race, and ethnicity. Reviewers also expressed concern that the program deflects attention from the need to improve the general faculty salary scales, and distorts academic priorities by incentivizing faculty to shift efforts to more personally lucrative research activities and to self-supporting graduate professional degree programs. Another concern is that the NSTP could enable the inappropriate use of federal grants and state dollars unless clear mechanisms are established to ensure the transparent flow of funds. Finally, reviewers were skeptical about the report's claims that ending the trial program will be too disruptive.

ACTION: Council will send the division/committee letters and a summary letter to UCOP.

IV. Proposed Revisions to APM 715 and 760

Council reviewed comments from Senate divisions and committees in response to the systemwide review of proposed revisions to APM 715 and APM 760. The revisions increase UC's paid family leave benefit from 70% to 100% of eligible earnings, effective January 1, 2023. The benefit continues to provide eight weeks of income replacement and accrues after 12 months of employment. Senate reviewers supported the changes as a positive enhancement to faculty welfare that will only increase UC's competitive position. One recommendation was for the University to provide central funding to help units cover teaching replacements for faculty on leave, particularly units that will be financially challenged by paying 30% more under the new policy.

ACTION: Council will send the division/committee letters and a summary letter to UCOP.

V. CCGA Issues

- **Andrea Kasko, CCGA Chair**

1. Impacts of Oracle Financial Accounting Software Transition

Council reviewed a CCGA letter discussing problems associated with the transition to Oracle Alpha Financials software at UCM and UCSD. The transition at those campuses has caused ongoing financial and business process problems that are disrupting the training, research progress, and personal finances of graduate students and postdocs. The letter recommends solutions to mitigate additional impacts at UCM and UCSD and to prevent such challenges on other campuses if and when they transition to Oracle Alpha.

- Council members noted that the problems have hit UCM especially hard and affect graduate students, graduate education, and faculty research. The issues must be addressed in a timely

fashion to avoid further damage to the UC graduate education and research missions. The problems also highlight the need for UCOP to engage faculty experts in decision-making around procurement of new software or other technology resources. It was noted that an October 2021 memo from UCORP to the Council chair discusses similar concerns.

ACTION: Council endorsed the letter and will forward it and the UCORP memo to President Drake, Provost Brown, COO Nava, and other UCOP administrators.

2. GSR Unionization and Graduate Student Support

Council reviewed letters from CCGA and UCORP describing how the recent unionization of graduate student researchers complicates the faculty relationship with GSRs in ways that also threaten the long-term viability of UC's graduate education funding model. CCGA recommended that the Senate convene a workgroup to investigate the issues.

- Council members agreed that unionization has highlighted the need for UC to carefully differentiate between a GSR's work as a student and their work as an employee. Members echoed the committees' concerns that unionization could increase faculty grant costs, expose PIs to financial risks, encourage faculty to hire research staff over graduate students, and ultimately harm graduate education and research. The new relationship between faculty and GSRs points to an urgent need to reassess graduate education funding models. A joint Senate-Administration workgroup is best positioned to explore institutional mechanisms that will protect the viability of investigator-driven research operations, support graduate students and their quality of life, and protect the mentor-mentee relationship.

ACTION: Council will ask the Provost to take the lead on forming a Senate-Administration workgroup to address the issues next academic year.

3. COVID Effects on Graduate Students

Council reviewed a letter from CCGA and the Council of Graduate Deans expressing concerns about how the Covid-19 pandemic has affected graduate students and will continue to affect the UC graduate education mission over the long term. The letter described how the pandemic has led to delays in progress and graduation, lost research time and funding, loss of future faculty from the pipeline, and lost opportunities for early career scholars. It proposed actions UC could take to ensure better support for graduate students and the graduate education mission.

ACTION: Council endorsed the letter and will forward to Provost Brown.

VI. Consultation with Senior Managers

- **Michael Drake, President**
- **Michael Brown, Provost and Executive Vice President**
- **Nathan Brostrom, Executive Vice President and CFO**

Regents Meeting: President Drake said the Governor has filled four of the five vacancies on the Board of Regents with highly-qualified and well-connected individuals who bring a range of knowledge and experiences that will help the Board contribute to UC governance.

Provost Brown thanked BOARS Chair Sorapure for presenting BOARS' Annual Report on Undergraduate Admissions Requirements and Comprehensive Review at the July Regents meeting, where the Regents also approved the consolidation of several existing Regental policies addressing

different aspects of the admissions process. BOARS will propose conforming revisions to Senate regulations that align with those changes.

President Drake said in the wake of the *Dobbs v. Jackson* decision, UC has committed to providing the full range of available medical care, training, and patient services. The University expects to see patients and trainees from other states who wish to access restricted procedures. It wants to be as supportive as possible and provide the widest range of services to the greatest number of people.

State Budget. The state budget and five-year compact are positive for the University. In addition to providing significant permanent base budget increases, the budget deal includes one-time funding for capital improvements that will provide long-term benefits and support UC's carbon neutrality goals.

UC 2030 Capacity Plan: Provost Brown said he regrets the lack of consultation with divisional Senates in the development of campus enrollment growth plans. President Drake also said he expects campus administrations to consult the Senate and other constituencies in enrollment planning. He added that he does not want growth to come at the expense of quality, and that the state has agreed that UC campuses should seek strategic, organic growth that aligns with their housing, faculty, and staff resources. President Drake added that the 2030 Plan includes adding 1,100 new ladder-rank faculty over the next decade.

COVID: President Drake said Covid is still active and evolving. The University community is feeling pandemic fatigue, but it should continue to be thoughtful and cautious and not ignore the risks. UCOP is developing campus guidelines for fall that will include a continuance of vaccine and testing mandates.

RASC and UC Path: RASC is operating at an unsatisfactory level of customer service, partly due to pandemic circumstances, and partly due to staffing shortages. The University is ramping up staffing to fully budgeted levels, which should help support a better level of service.

Athletics: The Regents will hold a Special Meeting in August to discuss UCLA's decision to leave the Pac-12 and join the Big Ten. The Regents will discuss questions about the impact of the move on student athletes and other UC campuses, as well as the proper delegation of authority for similar decisions.

- Council members noted that the breakdown in shared governance around the 2030 Plan is an opportunity to reset campus consultation processes and strengthen campus enrollment plans by incorporating faculty input about faculty growth needed to sustain the plans.
- Council members noted that while state budget is positive, labor costs are rising and campuses have billions in deferred maintenance, capital, and infrastructure needs. The University should ensure it is adequately serving existing students before adding thousands of new ones.
- President Drake noted that the new budget compact and cohort tuition plan provide the University with predictable sources of revenue, but there are increasing financial pressures on the University that require UC to be strategic and efficient about costs. CFO Brostrom added that the state budget funds student housing and climate change research, and that UC will spend funding for deferred maintenance and seismic upgrades in ways that simultaneously support carbon neutrality and fossil-free goals. The University also plans to advocate for a General Obligation bond to support its capital needs.

VII. UCPB Issues

o Kathleen McGarry, UCPB Chair

1. Revised Report on Rebenching

Council reviewed a revised UCPB report with recommendations for the next phase of Budget Rebenching. Chair McGarry reviewed the recommendations and noted that the revised report clarifies the discussion of aspirational funding for PhD students. She said the original rebenching model provided aspirational set-aside funding sufficient to support PhD student growth to equal 12% of undergraduate enrollments. The aspirational funding was meant to be temporary. All campuses have increased their PhD enrollments, but most have also seen decreases in PhD candidates as a percentage of total enrollment because of increased undergraduate enrollment. A few campuses are still receiving funding 7-8 years after the phase-in was completed for PhD enrollment that has not been achieved. The report recommends maintaining a commitment to the aspirational target of 12% but with aspirational funding provided in smaller increments as a time-limited set-aside. A major recommendation of the report is to make transparent and potentially sunset the myriad set-asides in the UC budget.

- Council members thanked UCPB for the report. Members suggested additional clarifications to the characterization of medical school funding.

ACTION: Council endorsed the report and will forward it to the President.

2. Draft Faculty Hiring Report

Council reviewed a draft UCPB analysis of relative trends across campuses in employee hiring between 2011 and 2021. The report compares Senate faculty to non-Senate lecturers, ladder-rank Senate faculty to non-ladder-rank Senate faculty (Lecturers with Security of Employment, or LSOEs), and also analyzes other UC instructor types and employee groups.

The report shows rapid growth in the number of non-Senate Lecturers (46%) and relatively slow growth in the number of Senate faculty (18%) during the 10-year period. UCLA and UCB had the smallest percentage increases in Senate faculty, among the largest increase in lecturers, and the largest increases in the student-faculty ratio measured against Senate faculty. Within the Senate ranks, the number of tenure track faculty increased by 15%, while the number of LSOEs rose 187%. Student enrollment increased by 25% over the time period. Non-academic administrative employment titles increased by 30%. These include the Management and Senior Professionals (MSPs), Professional and Support Staff (PSS), and the Senior Management Group (SMG). The most rapid growth was in the MSP group which increased by 164%. UCPB is still analyzing data comparing medical center and general campuses hiring, but available data show significant increases in medical center titles such as Clinical, In-Residence, and Adjunct.

- Council members noted that the dilution of Senate faculty could affect quality, and suggested that the report could help frame discussions about enrolment growth outlined in the 2030 Capacity Plan. Members also asked for clarification about how “medical” faculty were counted in the report, and requested additional analyses of staff growth.

ACTION: UCPB will revise the report for discussion in the fall.

VIII. ICAS Action on AB 928 and Revision to Senate Regulations Adding Cal-GETC

Council reviewed a proposed new Senate Regulation 479 creating the California General Education Transfer Curriculum (Cal-GETC). The Intersegmental Committee of the Academic Senates (ICAS) designed Cal-GETC in response to Assembly Bill 928, which calls for the establishment of a singular lower division general education pathway that meets the academic requirements for transfer admission from the California Community Colleges to UC and CSU.

Cal-GETC is based on the longstanding Intersegmental General Education Transfer Curriculum (IGETC, Senate Regulation 478). It aligns UC and CSU transfer requirements without increasing the 34-unit ceiling for the course pattern as mandated by AB 928. Cal-GETC will take effect for students entering a community college as of fall 2025 and beyond. SR 478 will eventually sunset once it is replaced by Cal-GETC as the sole lower-division general education pathway used by prospective CCC transfer applicants to the CSU and UC systems.

ACTION: Council approved sending SR 479 for systemwide Senate review in the fall.

IX. UCFW Issues

1. @UCStudentDebtChallenge

UCFW-TFIR Chair Brownstone introduced the @UCStudentDebtChallenge, a proposed information and assistance campaign to encourage UC faculty, staff, and students who are federal student loan borrowers to use temporary new programs for discharging loans. The Public Service Loan Forgiveness (PSLF) program allows employees of qualifying non-profit organizations, including UC, to have their student loans discharged if they make monthly payments for 10 years (120 months) while employed. The program applies to faculty, staff, and other UC employees.

Although the PSLF is an ongoing program, it has been difficult for or many applicants to qualify for loan forgiveness. In 2021, the Biden Administration introduced a temporary enrollment waiver process that is more flexible in counting past loan payments, including much older loans that otherwise would not count toward the 120 minimum payment threshold. However, this waiver is scheduled to expire on October 31, 2022, and it could subsequently become more difficult for borrowers to take advantage of the PSLF. The campaign is also encouraging UC to provide free employee access to “Summer,” a service available for applying for the PSLF waiver and for obtaining the necessary certification that a borrower is an employee of a qualifying public service institution.

ACTION: Council endorsed the initiative and will send a letter to division chairs, Provost Brown and Vice President Lloyd.

2. Request to Codify ARO Principles in the Academic Personnel Manual

UCFW Chair Hollenbach noted that the report of the Mitigating COVID-19 Impacts on Faculty Working Group recommends the use of Achievement Relative to Opportunities (ARO) principles in the merit and promotion process in recognition of faculty’s individual pandemic circumstances and constraints. UCFW believes that codifying the recommendations permanently in the APM will elevate awareness of the principles, send a strong signal that faculty struggles with caregiving responsibilities are not unique to the pandemic, ensure more consistency in application of ARO principles across campuses, and support a more humane academic culture. She asked Council to endorse the request in principle and to ask the Office of Academic Personnel and Programs (APP) to work with UCFW and UCAP on specific language for the proposed revision.

- Council members endorsed the idea in principle. UCAP Chair Kuriyan expressed his support, adding that UCAP is also concerned about the practical matter of how CAPs will use ARO principles in evaluations. He said the exercise of considering a change to the APM will stimulate a useful discussion of the issues.
- A member cautioned against unintentionally encouraging frivolous claims. Chair Hollenbach responded that most faculty are motivated by achievement in scholarship, not the review process. She said UCFW does not intend to relax standards but to codify a mechanism that accommodates specific periods in a career when challenges may occur.

ACTION: Council will inform UCOP of its intention to work with APP next year.

X. Debrief on 2021-22 Council Year and Discussion of 2022-23 Priorities

Chair Horwitz and Vice Chair Cochran invited Council to reflect on its 2021-22 academic year activities and accomplishments, the most pressing issues facing the University and Senate, the Senate’s effectiveness in addressing the issues, and the most important issues expected in 2022-23. They noted several accomplishments, including the Memorial to the Regents, the Mitigating Covid Impacts on Faculty report, efforts to improve transfer admission, the pending restoration of the undergraduate residency requirement, and a continuing role for the systemwide Senate in the review of master’s programs.

Looking ahead, a UCPB workgroup is examining how funds flow from the medical schools to the general campuses, and an ad hoc Senate workgroup is examining factors affecting clinician morale, including the question of Senate membership for Health Sciences clinical faculty. Council will continue to discuss pandemic recovery, including supporting faculty welfare and restoring work-life balance and an intellectual and social campus community. Additional priorities include the relationship with the new systemwide Provost and new Vice Provost for Academic Personnel and Programs; a graduate education funding model appropriate for a post-unionized world; the future of online education; undergraduate admissions issues; and strategies for translating the Climate Memorial into action. Senate leadership will also push for more shared governance in conversations about campus enrollment and capital planning. The systemwide Senate and divisional Senates will be challenged to consider strategies for increasing the visibility of the Senate and the awareness it is working for the benefit of the faculty.

XI. Reports from Division Chairs

Individual campus Senates are discussing strategies for increasing the faculty’s voice in planning, budget, and climate crisis issues, for broadening faculty participation in the Senate, efforts to move campus communities from emergency mode to a sense of normalcy, and the post-Covid future of instruction and work. Many faculty are experiencing stress and burnout, and have ongoing concerns about inflation, staff shortages, and the housing availability and affordability crisis. Davis is discussing Senate membership for Cooperative Extension Specialists, and the new UCSF Medical Center CEO has committed to regular meetings with clinical faculty in hopes of increasing dialogue and addressing morale issues.

 Meeting adjourned at 4:00 pm
 Minutes prepared by Michael LaBriola, Assistant Director
 Attest: Robert Horwitz, Academic Council Chair