

ACADEMIC COUNCIL

**Minutes of Meeting
September 28, 2022****I. Consent Calendar**

1. Today's agenda items and their priority
2. October 26 in-person Council meeting

ACTION: Council approved the consent calendar.

II. Senate Officers' Announcements

- o **Susan Cochran, Academic Council Chair**
- o **James Steintrager, Academic Council Vice Chair**

September 2022 Regents Meeting: As faculty representatives to the UC Board of Regents, the Senate chair and vice chair attend meetings of the Board and its committees. At the September 20-22 meeting, the Investments Committee discussed the performance of investments in the UC Pension, Endowment, Blue & Gold Pool, and Working Capital pools. Recent declines in those funds are consistent with the broader downturn in financial markets.

The Finance and Capital Strategies Committee reviewed the provisions of the 2022 compact between the state and University. The compact funds annual 5% increases to the UC operating budget for the next five years if UC meets certain targets related to expanded enrollment and student success. However, there is concern that the budget provisions in the compact are threatened by a possible recession, and that UC's enrollment growth plans are threatened by declines in average course unit enrollment.

The Academic and Student Affairs Committee (ASAC) discussed the CCC-UC Transfer Task Force recommendations for improving and strengthening the CCC-to-UC transfer pipeline. Chair Cochran noted that the Academic Council's new Special Committee on Transfer Issues will provide advice to the Senate and administration on transfer policies and processes. The ASAC also heard a presentation on LIFTED, UC's first in-prison bachelor of arts program that enables incarcerated students to earn a BA in Sociology from UCI.

The Regents met in closed session to discuss potential legal issues and financial impacts of UCLA's plan to join the Big Ten Conference. Finally, President Drake shared his priorities for UC, which he will discuss with Council later today.

Climate Crisis: The 2022-23 state budget provides UC with \$185 million in one-time funding to support climate resiliency efforts. The funding includes \$100M to establish the Climate Action Research, Seed, and Matching Grants Program, a competitive grant program available to faculty researchers, and \$85M to fund climate research infrastructure at UCR, UCM, and UCSC.

Senate-Administration Workgroups: The Senate has asked Provost Brown to initiate two joint workgroups this fall under the auspices of the Academic Planning Council. The first workgroup will focus on the future of graduate student funding and education, and the second will discuss pandemic recovery for the faculty quadripartite mission of research, mentoring, instruction, and service.

Leadership Searches: Douglas Haynes will join UCOP as the new Vice Provost for Academic Personnel and Programs on October 4. He is currently UCI's Vice Chancellor for Equity, Diversity and Inclusion. The University is in the final stages of its search for a new systemwide Provost and expects an appointee to be in place by January 1.

ICAS and AB 928: The Intersegmental Committee of the Academic Senates (ICAS) brings together faculty leaders from the three segments of California public higher education. Last year, California Assembly Bill 928 tasked ICAS with creating a "singular lower division general education pathway" from the California Community Colleges to UC and CSU. In response, ICAS has proposed the California General Education Transfer Curriculum (Cal-GETC), a new transfer course pattern currently circulating for systemwide Senate review. AB 928 also charges a 16-person committee of administrators, students, Senate representatives, and political appointees with oversight and strengthening of the Associate Degree for Transfer pathway.

Affiliations: Regent Pérez, chair of the Regents Health Services Committee (HSC), asked the Academic Senate to assemble a faculty physician panel on women's reproductive health and transgender gender-affirming care. The panel will present at the October 19 meeting of the HSC to inform its discussion of the changing landscape of UC health care delivery and the training of health care professionals at affiliated hospitals that may enforce policy-based restrictions on care.

Academic Integrity: Senate leaders met with UC Legal and external intellectual property experts to discuss strategies for challenging paid student tutoring website services that some students use to post faculty copyrighted materials and violate expectations of academic integrity on online exams. The Senate emphasizes that academic integrity issues must be addressed before any major expansion of online education can be contemplated.

Discussion:

- Council members noted President Drake's decision not to support a recommendation from the Mitigating Covid Impacts on Faculty Workgroup to launch a systemwide program to give all faculty an additional sabbatical credit in recognition of extra work performed during the pandemic. Chair Cochran responded that individual campus chancellors have expressed interest in implementing the recommendation, and she encouraged Council members to continue local advocacy.

III. 2022 UC Faculty Survey

Chair Cochran described the spring 2022 systemwide survey of UC faculty and instructors. The survey was conducted by current and former systemwide Senate leadership with input from members of Council and systemwide committees. It collected data about faculty and instructor experiences with remote and hybrid 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 survey results to the Regents at the November 2022 meeting.

The results show how faculty and instructors (and students as seen through their eyes) are coping with the effects of the pandemic, and what faculty and instructors learned from their experiences with remote instruction during the pandemic. Among the key findings are that faculty perceive in-person instruction to be more effective than remote instruction at achieving critical

educational outcomes; that many faculty are not satisfied with the instructional support they received during the pandemic; and that many had difficulty accessing advice for research and professional needs. A significant percentage of faculty report that they are seriously considering a career change outside of higher education or a job change within higher education. These percentages are highest among junior faculty and faculty from underrepresented minority groups.

The survey report summarizes these findings. It includes recommendations to systemwide and campus administrations about mitigating pandemic effects on faculty and students and providing stronger support for instruction and research, and it recommends ways the systemwide and divisional Senates can better address the needs of faculty and instructors.

- Council members expressed appreciation to Senate leadership for conducting the survey and noted their support for a follow-up survey. They noted that some administrators remain skeptical about faculty concerns over workload and morale; the survey report can help empower faculty to make the case for support and renewed emphasis on balancing the missions of research and instruction.
- Members noted that the pandemic prompted a large increase in student requests for disability-based accommodation beyond normative ADA requirements. Student Disability Offices (SDOs) are overworked and sometimes have deferred responsibility to faculty for making decisions regarding accommodation requests. Campuses have different expectations for the roles and responsibilities of SDOs in student accommodations relative to faculty.

ACTION: The Academic Council endorsed the survey report and its recommendations.

IV. Consultation with Senior Managers

- **Michael Drake, President**

Pandemic: President Drake noted that the Covid-19 pandemic has been an overwhelming challenge to individuals, communities, and the University. UC has managed to move forward in ways that are better than might have been expected, a direct result of the faculty's resilience and hard work. Cases are trending down and the future—bolstered by a new round of booster vaccines—looks promising. Campus policies for fall 2022 will align with county and state guidelines, include some level of vaccine mandate, and strongly recommended masking.

Presidential Priorities: At the September 2022 Regents meeting, President Drake outlined four priorities for the University: 1) expanding opportunity and excellence; 2) leading on climate change through research and teaching, by influencing public policy and by example; 3) strengthening an inclusive, respectful and safe University community; and 4) promoting health across California, including its most vulnerable communities. He emphasized that growth should not come at the expense of UC's academic quality and its character.

PSLF: President Drake acknowledged the Senate's concerns about the upcoming deadline for federal student loan borrowers to use the more flexible enrollment waiver process when applying for the Public Service Loan Forgiveness (PSLF) program. He said UC Federal Government Relations is lobbying the federal Department of Education to extend the deadline. UC is also improving UCPath's capacity to produce documentation for UC employees who want to apply for the PSLF.

Oracle Software: President Drake said he is committed to improving areas of substandard performance and service in the University's financial accounting and business process software systems.

UC Student Transfer: The President thanked the Council for demonstrating a commitment to undergraduate transfer by creating a Special Committee. He said the University wants to streamline and expand the transfer pathway in ways that do not decrease access for native freshmen. UC is also working with the California Community Colleges on strategies to increase the diversity of transfer students, in part, by increasing the number of students who transfer to UC from low-sending CCCs.

Community Safety: President Drake said the University's new Community Safety Plan seeks to promote positive and transformational change around issues of campus safety and policing. He added that UC recently reached an agreement with the Federated University Police Officers Association (FUPOA) on a new contract that provides competitive pay and incentivizes experience, education, and other attributes helpful to success in implementing the Safety Plan.

- Council members noted that faculty's positive feelings about a return to relative normalcy on campus are tempered by concerns about ongoing pandemic impacts. Junior and URM faculty are bearing these impacts disproportionately, which could undercut campus efforts to build an inclusive campus culture. Impacted faculty need more than sympathy, but actual resources to help them recover. They asked the President to help by encouraging campuses to implement the recommendations of the Mitigating COVID-19 Impacts on Faculty Working Group.
- President Drake agreed that the University must be as supportive to faculty, particularly those with family accommodation needs. He said the University's successful efforts to protect the UC community from the pandemic also had costs for educational quality, community, and faculty welfare. He expressed an openness to additional suggestions for how UC can address these challenges and support faculty.

V. Community Safety Plan

○ Jody Stiger, Systemwide Director, Community Safety

Chair Cochran introduced Jody Stiger, UC's new Director of Community Safety. Director Stiger noted that he has been making the rounds to each UC campus to gather feedback on UC's Community Safety Plan and assist campuses with implementation. President Drake proposed the systemwide program to orient campus safety personnel to the UC community and culture as a way to reimagine campus policing to ensure it reflects the needs and values of the community while also sustaining the continued safety of the campuses and surrounding communities. The plan establishes four guidelines as overarching themes for UC public safety: (1) community and service-driven safety; (2) a holistic and tiered response model for safety services; (3) transparency and continuous improvement through data; and (4) accountability and independent oversight. The plan is a living document that will evolve as needed.

The plan calls for mental health practitioners and police trained in behavioral health to address incidents involving mental health issues and for campus safety ambassadors rather than sworn police officers to address non-criminal issues. To encourage accountability and local oversight, the plan asks each campus to develop a Police Advisory Board (PAB) with representation from the campus community.

- Council members noted that the plan has many positive elements that support public safety and police accountability. They requested more information about the initial role of the UC Davis PAB in reviewing cases from other campuses, and how Director Stiger might be involved in resolving instances when the process priorities of the police and administration are in conflict.
- Director Stiger responded that Davis is currently the only campus with a PAB experienced in investigations. The campuses agreed to use the Davis PAB while they assembled PABs with an independent set of investigators. Director Stiger emphasized his desire to do the right thing, and indicated that he is available as a resource to any faculty member.

VI. Report of the APC Workgroup on Review and Approval of Master's Degree Programs

○ Erith Jaffe-Berg, CCGA Chair

Chair Jaffe-Berg noted that in 2021-22 Provost Brown appointed a joint Academic Planning Council (APC) Workgroup on Master's Degree Programs and Program Review to evaluate the efficiency and effectiveness of systemwide review processes for master's degree program proposals, and to consider the benefits and risks of potentially shifting the approval authority for such programs from UCOP and the systemwide Senate, to the campuses instead.

The Workgroup found that CCGA takes an average of 3.2 months to review degree proposals and that the committee usually completes its review of proposals submitted by January 31 during that same academic year. CCGA has approved 63 out of 70 proposed programs during the past five years, including 36 Self-Supporting Graduate Professional Degree Programs (SSGPDPs). SSGPDPs are the fastest growing type of master's program, comprise a majority of new proposals, and generate \$90 million in annual surplus revenues for campuses.

The Workgroup found that the CCGA reviews, in addition to being vigorous and efficient, provide a multi-campus perspective that improves the academic and financial elements of proposed programs to ensure they meet UC standards for educational excellence. The Workgroup found that many proposals were revised and strengthened in response to the CCGA review; these enhancements included improved return-to-aid and diversity goals. It found that devolving authority to campuses includes unclear benefits but several possible downsides, including a less robust review, campus-based conflicts of interest, financial risks, and escalation of inequities across campuses. The Workgroup's ultimate conclusion was that the existing review process is efficient, well-organized, and effective, and that the current function of CCGA in these reviews should be preserved.

- Council members expressed support for the report and its recommendations. They noted that the surplus revenues associated with SSGPDPs may be overstated given that some students enrolled in SSGPDPs would otherwise be paying tuition in a state-funded version of the program. Moreover, such revenue estimates do not fully account for the hidden costs of space, time, and services. Members also expressed concern that campuses see SSGPDPs primarily as money-making enterprises and that some newer SSGPDPs had yet to achieve self-supporting status and were draining resources away from the campus and from state-supported programs.

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

VII. Joint UCPB-UCFW Letter on Faculty Salaries

- **Teresa Dalton, UCFW Chair**
- **Don Senear, UCPB Chair**

Council reviewed a letter from UCFW and UCPB emphasizing the need to include a competitive faculty salary program in the University's 2023-24 budget plan and request to the State Legislature. The letter expresses support for a salary program focused on rebuilding competitive and equitable salaries that helps eliminate the salary gap for ladder-rank faculty relative to UC's Comparison 8 group of institutions and reinforces the University's merit-based review system. The program should seek to strengthen salary equity and transparency, support the integrity of UC's merit-based peer review system, and continue to focus on improving the market relevance of the published salary scales to help reduce the University's reliance on off-scale supplements for competitive compensation.

The letter raises a significant point of concern related to the timing of faculty salary increases recently and going forward. The 2022-23 Plan provided a 4% increase to faculty salaries beginning October 1, while other policy-covered UC employee groups received salary increases beginning July 1. The three-month delay for faculty effectively provides those on 9-month appointments with only a 3% raise.

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

VIII. Software Procurement and Implementation

- **Van Williams, Chief Information Officer and Vice President, Information Technology**
- **Paul Williams, AVP & Chief Procurement Officer**
- **Rachael Nava, EVP and Chief Operating Officer**
- **Brad Werdick, Chief of Staff to the Chief Financial Officer**

Council invited UCOP systemwide administrative leaders to discuss UC's decision-making practices around system software procurement and implementation as a follow-up to Council's July 2022 letter to President Drake detailing major financial and business process problems associated with the transition to the Oracle Alpha Financials software at UCM and UCSD.

- Council members reiterated the problems described in the July letter. Top among them are ongoing disruptions to UCM and UCSD faculty and graduate students' grant funding, including the ability to access current financial information, order research supplies, and track research progress; a shortage of individuals on those campuses who have been trained to deploy and use the software; and a loss of staff who have either quit or changed jobs in frustration. These problems affect individuals' abilities to carry out research but also harm campuses and have required them to spend millions of dollars on fixes.
- Faculty and students raised many alarms during the first two years of Oracle's deployment, only to hear their concerns minimized, ignored, or attributed to a lack of experience with the software. Although the situation has improved in some respects, the problems continue to affect individuals on those campuses. Some researchers still cannot access their own grant accounts and lack reliable up-to-date information about their current account balance.
- Council members asked administrators to give examples of lessons learned from the UCM and UCSD experiences, plans for resolving the problems there, and strategies for preventing similar problems on other campuses that adopt Oracle. They urged them to collaborate with

UC faculty experts in future decision-making around UC's procurement and deployment of new software and other technology resources.

- CIO Williams acknowledged the problems and said he recognizes the need for decision-making that incorporates the faculty voice in the procurement and deployment of new software and other technology resources, particularly during the stages of vendor selection, project planning, and early implementation. He and Chief of Staff Werdick described an upcoming summit of campus CFOs and controllers planned for October 21 where participants will discuss the UCM and UCSD experiences to help other campuses avoid similar problems. The summit will include a discussion of best practices for engaging faculty. He added that UCOP plans to work with campuses to expand workforce development and software skills training; encourage campuses to perform risk assessments and independent verification processes; and communicate best practices around business readiness and stakeholder collaboration. COO Nava added that UCOP remains focused on how it can leverage faculty experts across the system to help address its business challenges.
- AVP Williams said the Office of Procurement holds the client experience as its highest priority and is committed to streamlining and clarifying administrative procurement processes, and to seeking feedback from faculty and other end-users about how well UC's suppliers are meeting their needs. UCOP is now engaging with Oracle on a plan to prevent the challenges initially experienced by those campuses that were first to implement.

Debrief discussion:

- Council noted the importance of including Senate representatives at the October 21 summit and indicated their willingness to provide names of individual faculty who could attend. The Council should encourage administrators to view faculty not simply as clients and end-users, but as colleagues and active participants in the process. It should ask UCOP to bring in UCM and UCSD faculty and staff strike teams who experienced the problems firsthand and can advise colleagues on other campuses about what to expect and what they need.

ACTION: Council will send a letter to President Drake describing these concerns.

IX. Proposed Policy on Simultaneous Academic Misconduct and Personnel Actions
○ Julia Simon, UCPT Chair

Chair Simon introduced a proposed new policy to address the handling of simultaneous academic misconduct and personnel actions. The policy would allow a no-fault pause on a regular faculty merit or promotion action during a disciplinary action. The pause would initiate at the point formal charges are filed, except in the case of faculty being considered for tenure, where it would be allowable earlier, after a formal investigation was initiated. The personnel action would proceed upon conclusion of the disciplinary action, with any advancement awarded retroactively. The policy would also allow faculty to grieve the pause to P&T on an expedited basis.

Neither the Senate bylaws nor the Academic Personnel Manual (APM) provides a mechanism or procedure for simultaneous academic misconduct and personnel actions. UCPT believes a policy is needed following instances on several campuses where the administration added information about possible or ongoing disciplinary actions to personnel files, with the effect of tainting the personnel action. The lack of systemwide guidance has also resulted in inconsistent procedures and practices across divisions. The policy will help preserve a firewall between the disciplinary

process and the personnel process. UCPT is unsure whether the policy should be included in the APM and/or Senate bylaws.

ACTION: UCPT will draft a Senate bylaw for Council’s consideration at a future meeting.

X. Reports from Senate Division Chairs

Faculty are enthusiastic about returning to teaching, research, and services activities on campus, but many continue to struggle with post-pandemic feelings of burnout, anxiety, and isolation. Individual divisions, including UCI, reported positive examples of shared governance and cooperation with administrators to address pandemic impacts—including new programs to fund research recovery and renew the faculty, and community-building in-person events.

Individual divisions are discussing ways to enhance shared governance and the faculty voice around academic planning and budget planning issues. Divisions are clarifying policies on remote teaching accommodations for faculty with medical disabilities and emergency care responsibilities, and meeting with student disability service officers to clarify the relative responsibilities of those offices and faculty in providing student accommodations. Divisions are also discussing the future of instruction; access and ownership of data on teaching evaluations; the impacts of graduate student unionization; new initiatives around diversity, equity, and inclusion; and proposed cuts to library budgets.

Climate crisis issues are becoming more prominent at the Senate divisions. Several have new committees or task forces assigned to climate and sustainability issues. UCR, UCM, and UCSC are discussing how to use new state funding earmarked for climate research infrastructure. A UCOP Global Climate Leadership Council task force is speaking with each campus to discuss planning for electrification, and UCSF just issued an RFA for a study of resources needed to electrify the campus.

The UCSD and UCM division chairs are meeting with chairs from other campuses considering a transition to Oracle financial systems. Faculty are also struggling with a lack of child care and affordable housing options on or near campus and the impact of staffing vacancies on their work.

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