

## UNIVERSITY COMMITTEE ON ACADEMIC PERSONNEL

## VIDEOCONFERENCE MINUTES

WEDNESDAY, MAY 19, 2021

**Attending:** Susan Tapert, Chair (UCSD), Rhonda Righter (UCB), Lisa Tell (UCD), Lisa Naugle (UCI), Ali Behdad (UCLA), Ashlie Martini (UCM), Srikanth Krishnamurthy (UCR), Steve Briggs (UCSD), Meg Wallhagen (UCSF), Francis Dunn (UCSB), Junkto Ito (UCSC), Susan Carlson (Vice Provost, Academic Personnel), Amy K. Lee (Associate Vice Provost for Academic Personnel and Programs), Kimberly Grant (Director, Academic Policy & Compensation, Academic Personnel & Programs), Mary Gauvain (Chair, Academic Senate), Robert Horwitz (Vice Chair, Academic Senate), Brenda Abrams (Principal Policy Analyst, Academic Senate)

**I. Chair's Announcements**

The Academic Planning Council's (APC) recent meeting included a discussion about the academic mission of UC and the University's role in preparing students to be citizens after they graduate. The APC also discussed how much online teaching should be maintained in the future, as well as the relationship between UC Health and the general campuses.

**II. Consent Calendar**

**Action:** UCAP's March 10<sup>th</sup> videoconference minutes were approved.

**III. Mentoring and APM 210**

Chair Tapert shared the current draft of the changes made to APM 210 to ensure that faculty review committees will consider the important role of mentorship. The revisions have been done in collaboration with the Coordinating Committee on Graduate Affairs (CCGA). Edits have been made to the section on instructions to review committees for actions concerning appointees in the Professor series, and UCAP and CCGA will then make corresponding changes to the other series in the APM.

**Discussion:** Mentoring activities related to scholarly activity are distinguished from mentoring related to life skills. In some disciplines, mentoring might replace teaching in a formal classroom setting. CAPs tend to look at how many Ph.D. students have been mentored, so one question is how the quality of mentoring is documented, and Chair Tapert indicated that the evidence in the file could include narrative evaluations by the mentees or former mentees. Departments could be encouraged to have written guidelines explaining the expectations for teaching and mentoring, just like they have about standards for scholarship, and the departments should define the criteria for evaluating teaching and mentoring in terms of both the quantity and quality standards by which they judge their faculty. CAPs can encourage departments to provide faculty members with general guidelines and criteria for advancement (this may be a goal for UCAP for next year).

Chair Tapert will send an updated draft of the revisions for the committee's review next week. Vice Provost Carlson will also be asked to provide feedback on the proposed revisions, which will be sent to Academic Council once finalized and eventually undergo systemwide review. The analyst commented that one action item for UCAP next year will be to send a recommendation through Academic Council encouraging departments to have written expectations and to make sure faculty know that mentoring work should be documented.

#### **IV. Campus Reports/Member Items**

UCLA: The representative asked if any CAPs have considered the pandemic's potential impact on faculty in four or five years. For example, if a faculty member is unable to participate in research and postpones their advancement and promotion, is there anything a CAP can do about them being stuck at a certain step. UCD is considering granting a retroactive salary increase to faculty who defer because of the pandemic and who submit their case the following year, and this would primarily be for promotion from Assistant to Associate.

Another CAP is thinking about reducing teaching for faculty for the next couple of years so they can ramp up their research. There are concerns that the accommodations one faculty member negotiates with their department chair will have negative consequences for other faculty in that department. UCSC is considering awarding a salary increase to faculty who do not make it to a merit increase and have significant service and teaching but not much research due to the pandemic. Instead of using the half-step system, UCD's CAP will advise departments to frame information in the file in the context of COVID-19 and will look at a faculty member's historical productivity. Members agreed that the pandemic is an event with a widespread impact, something CAPs have not encountered or dealt with in the past.

#### **V. Consultation with the Office of the President**

- *Susan Carlson, Vice Provost, Academic Personnel*
- *Amy K. Lee, Associate Vice Provost for Academic Personnel and Programs*
- *Kimberly Grant, Director, Academic Policy and Compensation*

Academic Personnel is in the process of reviewing the conflict of commitment policies in the APM which was prompted by an internal audit review on foreign influence. The audit is particularly interested in any engagement with a foreign entity that would require prior approval as well as engagement in a contract grant as key personnel. These two policies currently apply only to full-time faculty and the auditor wants the policy to cover people who are part-time, which would be a major change. Academic Personnel is also responding to a review of UC Health which looked at open payments reporting and how faculty are reporting in different ways to different systems. A new report from the Regents on innovation and entrepreneurship recommends that personnel policies on conflict of commitment should be less restrictive so that faculty can be more innovative and entrepreneurial in their outside activities. A workgroup will meet in June and July to consider the major issues related to these policies and make recommendations about how they should be managed. The workgroup will include administrators who deal with the policies as well as Senate representatives.

Academic Personnel is working on guidance for fall re-opening and returning to work as it relates to personnel policies. Director Grant is working with a group of campus Academic Personnel administrators to develop a draft set of short and long term guiding principles regarding in-person presence for academic appointees with the goal of promoting consistency across the campuses. Systemwide Human Resources has also developed guidelines applicable to staff that have been reviewed by the chancellors. Vice Provost Carlson reported that President Drake followed the recommendation from Academic Council to establish a workgroup to consider the impact of COVID-19, and Provost Brown has appointed Senate Vice Chair Horwitz and former Senate Chair and current UC Davis Chancellor, Mary Croughan, to co-chair the workgroup. The Senate will appoint nine members and there will be seven representatives from the administration. The workgroup will begin by developing a framework for addressing the issues and make a set of recommendations to President Drake and Provost Brown in the fall.

Chair Tapert shared that UCAP has reviewed the report on the second year of the Negotiated Salary Trial Program (NSTP) Phase Two and asked Vice Provost Carlson to clarify how faculty ended up participating in the program. The Vice Provost explained that the NSTP is now in its 8<sup>th</sup> year, and at the end of Phase One, the Senate's review identified several pros and cons related to proceeding with the it, and the NSTP was continued in order to collect more data before determining if the program should become permanent. Each campus decides if it will participate and Academic Personnel has asked that the faculty is consulted about this decision, especially since the design of the NSTP means that it does not serve all kinds of faculty equally but only specific types of faculty.

The NSTP is a way for campuses to retain faculty by using non-state monies to make temporary adjustments to their salaries at UC. Some campuses have invited faculty in any discipline to participate in the NSTP, while others have restricted participation to certain schools and colleges. Faculty who are in good standing and have appropriate external funds that can be used to supplement the salary are eligible to apply for the program. CAP involvement varies by campus, with some CAPs having an auditing function.

**Discussion:** Members asked if the conflict of commitment policies would have consequences for visiting scholars from foreign universities or international collaborations, and Vice Provost Carlson responded that any new policies will probably not get to that level of detail and believes the primary concern is related to work that can be monetized. A member commented that the NSTP seems to benefit men more than women. Vice Provost Carlson indicated that additional data will be collected to examine the issue of the faculty who are utilizing the NSTP the most, but the data must be viewed in the context of representation in the discipline. The Vice Provost also noted that very few Humanities faculty participate in the NSTP primarily because they may have limited opportunities to bring in the type of external funding needed. The point was made that the decision by campus administration to not inform Arts and Humanities faculty about the NSTP compounds existing inequities for faculty in these disciplines. The analyst reminded members that the committee can submit comments in response to the NSTP report.

It is not clear if the workgroup on COVID-19 impacts will include CAP representation, but UCAP could make a suggestion about this to the Senate Chair and Vice Chair. Chair Tapert asked if there have been any past efforts by departments to clearly document their specific criteria for advancement and promotion for each series. Vice Provost Carlson is not aware of any such initiatives but agreed that such an undertaking would be reasonable provided that faculty are at the center of the process.

## **VI. Consultation with the Academic Senate Office**

- *Mary Gauvain, Chair, Academic Senate*
- *Robert Horwitz, Vice Chair, Academic Senate*

Since UC will no longer use the SAT and ACT for admissions, a workgroup will be set up to study adapting the Smarter Balanced Assessment. Discussions about reopening campuses in the fall are taking place in a number of venues, and a set of guidelines and considerations developed by the Senate have been distributed to the campuses, including to administrators. A new survey of faculty about their experiences with remote instruction in the past year is being conducted, but the response rate has been low so members are encouraged to prompt their colleagues to complete it. The data will be helpful in various discussions about the role of online instruction at UC. Chair Gauvain reported that the State's proposed budget for UC, while not final, looks positive in part due to an unexpected increase in revenues. The Regents recently discussed the cohort tuition model, and the Board may make a decision about using this model in the near future.

Vice Chair Horwitz reported that the workgroup on mitigating COVID-19 impacts will meet over the summer and will consider issues related to UCAP. UCEP has been discussing academic integrity violations and the websites to which students post course materials, which is an infringement on faculty's intellectual property rights, and Senate leadership is consulting with UC Legal about potential strategies to address this problem. The breach of UC data continues to be a major concern and making a service like Experian a part of the benefits package for UC employees is being deliberated. Vice Chair Horwitz mentioned participating in a recent discussion with the Committee on Library and Scholarly Communication about encouraging faculty to publish in open access journals, especially faculty with reservations about these journals.

**Discussion:** A member recommended that the workgroup on the impacts of COVID-19 should have a representative with recent CAP experience. It is not clear if students have been formally notified about the data breach. UCAP has met with chair of the Systemwide Library and Scholarly Information Committee as well as with Ivy Anderson, the Associate Executive Director of the California Digital Library, to discuss publishing in open access journals. A member commented that there is a perceived connection between the perceived impact of a manuscript and the venue in which it is published, so it is understandable that junior faculty want to be seen as having a publication in a venue which is more general than their field. However, it is not entirely clear why this is entangled with the question of whether or not a faculty member's work is available to the public in an open access journal.

## **VII. New Business**

The committee thanked Chair Tapert for her work this year and Chair Tapert expressed appreciation for all of the members' input and participation and the important input during this challenging year of the analyst as well. The analyst noted that the committee will be asked to approve the minutes from this videoconference and the annual report within the next few months.

## **VIII. Executive Session**

There was no Executive Session.

Videoconference adjourned at: 12 PM

Minutes prepared by: Brenda Abrams

Attest: Susan Tapert