

## UNIVERSITY COMMITTEE ON EDUCATIONAL POLICY

## Videoconference Minutes

Monday, October 4, 2021

**Attending:** Mary Lynch, Chair (UCSF), Katheryn Russ, Vice Chair (UCD), Dana Carney (UCB), Melanie Cocco (UCI), Kathleen Bawn (UCLA), Holley Moyes (UCM), Bryan Wong (UCR), Padmini Rangamani (UCSD), Dana Rohde (UCSF), David Paul (UCSB), Tracy Larrabee (UCSC), Todd Greenspan (Director, Academic Planning), Ethan Savage (Analyst, Academic Planning), Robert Horwitz (Chair, Academic Senate), Susan Cochran (Vice Chair, Academic Senate), Brenda Abrams (Principal Policy Analyst, Academic Senate)

## I. Welcome and Introductions

Following member introductions, Chair Lynch remarked on the difference between last October before there was a vaccine for COVID-19 and where things stand now after 700,000 deaths. The campuses are in different places with respect to whether students are in classrooms or if instruction continues to be primarily remote. The vulnerability of students will be discussed by UCEP over the course of this academic year but Chair Lynch wanted to acknowledge the vulnerability and well-being of faculty as well as the impact of various decisions on both faculty and students.

**Discussion:** Faculty at one campus proposed that faculty should be allowed to assess their own risk, decide if they preferred teaching a course remotely or in-person, and talk to their department chair about teaching responsibilities. But in September, the administration called for more oversight over such decisions. Administrators are not recognizing that faculty have set aside personal concerns to stay engaged in teaching, research and service since the pandemic began, and there is concern about UC's ability to retain existing faculty or recruit new talent. Other UCEP members echoed similar worries about faculty not being allowed to make decisions about what is best for them. Faculty are also apprehensive about students inadvertently ending up with online degrees because of the extended period of remote instruction.

UCI's administration reversed its decision to require faculty to teach in person after it was pointed out that Irvine's professional rights of faculty policy specifically states the faculty have the right to determine course content and manner of instruction. Scheduling of classes must take into account how much travel time students need if they have to get to housing that is at some distance from campus. Students are also faced with exorbitant rents for housing near UC campuses which is one reason many would prefer the option of remote instruction.

## II. UCB's Pre-proposal for a new College of Computing, Data Science, and Society

- *Katheryn Russ, Vice Chair, UCEP*

Vice Chair Russ explained the pre-proposal from UC Berkeley to establish a new College of Computing, Data Science, and Society (CDSS). The Compendium delineates a two stage process for the establishment of a new College which usually takes two years. The first stage requires the submission of a pre-proposal and UCEP is to consider academic rigor, demonstrated need, fit of the program within the UC system, and financial viability. UCEP will vote today on whether UCB should submit a full proposal. The College will include the Bachelor of Arts (BA) degree programs in Computer Science, Data Science and Statistics, which currently have a combined graduating class of more than 1500 students annually. The College will also include three Master's degree programs,

four professional Master's degree programs, and five PhD degree programs along with over ten new self-supporting Master's degree programs in Data Science and specialties like health care.

The anticipated benefits of creating the proposed CDSS include increasing the visibility of Computing, Data Sciences and Society at UCB and enhancing UCB's status as a national leader in this realm. Several universities have already pursued this model of consolidating Data Science related programs into one college, but UCB is taking the unique approach by creating a college of Computing and Data Science united with its social mission. By combining its quantitative and social science strengths, they aim to focus on social problems related to current and future applications of Data Sciences. UCB also argues that creating a new College would bring Computing and Statistics out of the exclusive realm of the Science, Technology, Engineering and Math (STEM) disciplines and put them at the nexus of STEM and the human centered disciplines. This is connected to the emphasis in the pre-proposal on diversity, equity and Inclusion. The pre-proposal also states that a new College will enhance opportunities for the creation and support of nascent fields at the boundary of Computing, Data Science and other areas which will be a focal point for fundraising.

UCB argues that the new College will have an organizational structure designed to help faculty pursue opportunities and address challenges of CDSS in a way that a traditional college structure would not. Vice Chair Russ described how faculty might belong to multiple schools or units and the complex administrative governance structures which UCB asserts will provide more consistent resources and better enable participation by diverse students in the Data Science undergraduate program and other Data Science related majors. The new College may facilitate the coordination, advising, resource allocation across the related Data Science undergraduate programs as well as provide a home for Data Science students and possibly offer easier access to faculty.

Vice Chair Russ indicated that the pre-proposal demonstrates rigor as the Data Sciences and the Computer Science programs are the first and second ranked undergraduate programs in the U.S., and the graduate programs are similarly highly ranked. There is significant and expanding interest in Computer and Data Science related courses, and Computer Science and Statistics are impacted so there is a clear need for these programs. The new College will fit within the UC system by capitalizing on the excellence of the three component departments. UCB can credibly support enhanced programming and Data Sciences, and the new CDSS may increase Berkeley's leadership in these areas.

The pre-proposal suggests there will be an emphasis on diversity and inclusion within the CDSS, but the full proposal should include specifics about how this will be done. A concrete explanation for how Data Sciences will be integrated with social problems is also needed, and the fit of the proposed new College within the structure of existing academic units is unclear, especially in terms of how resources will be allocated. The financial requirements and viability have not been established. Vice Chair Russ pointed out that proposals for new majors or colleges like this often do not draw clear boundaries of the discipline and, as all majors are increasingly quantitatively oriented, there is a concern that all majors could be absorbed into Data Sciences and whether Data Science will support other existing majors. The vice chair believes that there is sufficient merit to endorse the UCB pre-proposal based on rigor, need, and some aspects of fit, but the full proposal should answer numerous key questions related to the fit of the CDSS within existing academic units, the need for a college as opposed to a division structure, and the financial viability of the new College, within the context of broader budget constraints on campus.

**Discussion:** Members expressed appreciation for the vice chair's careful review of the extensive pre-proposal. The impact of the new CDSS on resources for undergraduate students who are not in

the Data Sciences major is unclear. There is not enough information about how diversity will be fostered. The full proposal should address the demand for this program by students not in STEM fields. Members expressed concerns that students not admitted into the CDSS will overwhelm other majors such as Letters and Sciences, whether the College will be responsive to the needs of students outside the CDSS and whether it will actually further diversity, equity and inclusion by increasing accessibility for students of color and underrepresented students. Other questions include how the Social Sciences will be integrated into the CDSS and if the College will think about building pathways for students who may not have received the best quantitative preparation in their high school or community college.

**Action:** The committee voted to approve the pre-proposal and Vice Chair Russ will incorporate the members' feedback into a memo to Academic Council.

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

- *Robert Horwitz,, Chair, Academic Senate*
- *Susan Cochran, Vice Chair, Academic Senate*

The Smarter Balanced Study Group's report and recommendations have been forwarded to President Drake. UCD Provost and Executive Vice Chancellor Mary Croughan and Chair Horwitz are co-chairing a task force on mitigating the impact of COVID-19 on faculty careers and a report has been submitted to the president. Chair Horwitz's remarks to the Board of Regents last week touched on maintaining the excellence of the University, protecting academic integrity, raising faculty salaries, and the importance of graduate student education. The Regents' Academic and Student Affairs Committee discussed student basic needs and the intersegmental [ASSIST](#) course transfer and articulation system. The Finance and Capital Projects Committee approved UCSC's long range development plan and the initial plan for UCB to build student housing on the People's Park site that includes building a 125-bed facility to house the homeless. Approximately 500 buildings throughout the system need repairs for seismic safety and only 10% of the estimated \$20 billion needed has been allocated thus far.

Campuses with high percentages of non-resident students (UCB, UCLA and UCSD) will be obliged to cut non-resident student enrollment to 18% and the Legislature has agreed to backfill the lost money on a year to year basis. The Regents were displeased to learn that Senate Bill 820 on contracting out has made it difficult for UC to attend to certain kinds of problems and activities and has ended relationships with minority and women owned businesses. The stalled negotiations with the Unit 18 Lecturers and the possibility of a job action in mid-October were discussed and it is possible that Senate faculty will observe the action by not crossing picket lines.

There was a significant discussion about increasing the enrollment capacity of UC in order to accommodate the growing population of California and the growing demand of students wanting to attend UC. President Drake described how campuses will develop strategic growth plans to determine how to accommodate 20k new students by 2030. Since a new campus will not be built, ideas include the expansion of summer session, reorienting UC extension, buying failing colleges or creating satellite campuses possibly in conjunction with underutilized California State University or Community College campuses, dual enrollment, and increasing online education. The Regents heard that 40% of students do not know a faculty member well enough to ask them for a letter of recommendation.

The Senate is implementing the practice of memorializing conversations with the senior administrators at the Office of the President (UCOP) to create a paper trail instead of just relying on

people's recollections of the conversation. Chair Horwitz wrote one such memo to Human Resources at UCOP about problems with the retirement system which seems to have spurred some action. Senate leadership will prepare a memo to UC Legal about protecting faculty intellectual property rights by adopting an institutional approach to social learning websites that utilizes the Digital Millennium Copyright Act to create an automated takedown request.

**Discussion:** Chair Lynch described the committee's earlier discussion about student and faculty vulnerability and the authority of faculty in terms of how courses are taught. Chair Horwitz indicated it is likely that the Senate's May guidelines for re-opening campuses are not being consistently followed across the campuses. A member described the problems associated with impacted majors in particular and the reduction of resources for teaching which is contributing to a loss of educational quality. Undergraduate students do not know what type of relationship they should have with a faculty member in order to ask for a letter of recommendation, which is something that could be addressed in orientation or through advising.

Faculty at one campus have declared that they will not cross the picket line if Unit 18 Lecturers strike and it is difficult to get information about what the Lecturers are asking for. Chair Horwitz believes UCOP has proposed increasing Lecturers salaries but the Union has reportedly brought new requests to the negotiating table and noted that negotiations are at an impasse and a mediator is now involved. A member commented that faculty would be willing to do what they can to help students meet their basic needs but insight from Senate leadership about how best to do this would be welcome.

#### **IV. UC Online and the Academic Senate**

Chair Lynch invited members to describe their experiences with UC Online (UCO), formerly known as the Innovative Learning Technology Initiative.

**Discussion:** A member reported negative experiences with the Online Instruction Pilot Project (OIPP) particularly when compared to working with the instructional designers at their home campus, and found that OIPP's systemwide conferences were a waste of time. There are concerns about how much UCO is influencing how courses are taught. One condition of receiving funding from UCO was attending conferences at the Office of the President with presentations by people who had no practical expertise to offer about online teaching. Faculty may put a lot of effort into developing their UCO-funded courses which are only taught once. Several faculty in a department collaborated on a UCO course and figuring out administrative details such as which faculty member received teaching credit was very problematic. There are also serious concerns about whether a faculty member's department has approved a course.

The UCSC Calculus course funded by UCO was a source of pride but UC Online has since intruded on the Senate's authority over academic matters. It is frustrating that UCO funds one-off courses serving a small number of students while there is an overall lack of resources available for undergraduate instruction, making the benefit of UCO unclear. Innovative courses are appreciated but the courses that hundreds of students must take every year could be more accessible if they were delivered online. The connection between the administration of UCO and the Senate needs to be strengthened. UCO should sponsor courses in close coordination with academic departments and there is a question about whether the work that UCO does would be improved if it took place at the campus level. Budget cuts in Academic Affairs at UCOP mean that UCO is not supervised properly and the governance issues need to be brought to the attention of the president. The Senate's response to the report on restructuring UC Online emphasized the need for faculty

involvement in its governance, including representation from UCEP. The restructuring report itself included a recommendation to hire a Faculty Leader but this has not yet occurred. UCEP will document its various concerns about UCO in a memo to Chair Horwitz to share with President Drake. The memo should highlight where UC Online has been successful and frame UCO as an asset that can be utilized to tackle some of the University's problems.

#### **V. Proposal to Re-name UC San Diego's General Campus Academic Divisions to Establish Schools of Arts and Humanities, Biological Sciences, Physical Sciences, and Social Sciences**

The committee is asked to approve a proposal to re-name UCSD's General Campus Academic Divisions to establish Schools of Arts and Humanities, Biological Sciences, Physical Sciences and Social Sciences. Chair Lynch would like one or two members to carefully review the proposal and make a recommendation about whether it should be approved to UCEP on November 1<sup>st</sup> meeting.

**Discussion:** Members did not express any specific concerns about the proposal.

**Action:** The UCLA and UCI representatives volunteered to be the lead reviewers of this proposal.

#### **VI. Principles for Online Undergraduate Degree Programs**

Chair Lynch explained that work on the principles to guide online degree programs for undergraduates did not get off the ground last year. The UCSC representative described the task force established by the campus administration to look at online degree programs and determine what would be required to do this the right way which includes a substantial financial investment. It would be preferable for UCEP to develop the principles rather than having someone outside the Senate develop them. Chair Lynch would like several members to work on identifying nine or ten principles that will serve as the foundation for the development and implementation of online degree undergraduate programs.

**Discussion:** A member noted that remote instruction requires a good deal of work and a significant number of office hours as well as a specific skill set. It is important to keep in mind that some disciplines are more amenable to online instruction than others. The UCSC, UCM and UCSB representatives agreed to work on the principles with Chair Lynch.

#### **VII. Consultation with Institutional Research & Academic Planning**

- *Todd Greenspan, Director, Academic Planning, IRAP*
- *Ethan Savage, Analyst, Academic Planning, IRAP*

Academic Planning is preparing a series of presentations for the Regents Academic and Students Affairs Committee, including one on next generation undergraduate success and a presentation in January on innovations in assessment, technology and online education. Enrollment this year at some campuses will be greater than the expected 2 500 increase. The state expects UC to grow by over 6k undergraduate students next year. The Regents are discussing how big UC should be and exploring different ways to increase capacity, and President Drake anticipates that UC will grow by 20k students by the year 2030. The Academic Planning Council is thinking about a series of conversations about the future of undergraduate education, and this may involve consultation with undergraduate deans and the Centers for Teaching and Learning. It is too early to understand the pandemic's impact, but the Regents believe that remote instruction was successful and want to focus on what the future of that modality could look like.

**Discussion:** The Regents may be overlooking important issues when they define success. It may be true that the content of courses was conveyed through remote instruction, but it is not entirely clear how well it has been learned. Both undergraduate and graduate students have been struggling and faculty are turned to for emotional support. Many Regents come from Sacramento and say that asking the State to fund the unfunded students is a lost cause. Academic Planning has the opportunity to provide meaningful information to the Regents about the challenges students face.

### **VIII. Priorities/Activities for 2021-2022 and New Business**

Chair Lynch described a number of topics that UCEP may discuss over the course of this academic year including the review of systemwide courses and the possibility of adding questions to the 2022 Undergraduate Experience Survey.

Videoconference adjourned at: 1:30 PM

Minutes prepared by: Brenda Abrams

Attest: Mary Lynch