

UNIVERSITY COMMITTEE ON EDUCATIONAL POLICY

MEETING MINUTES

MONDAY, FEBRUARY 3, 2014

Attending: Tim Labor, Chair (UCR), Tracy Larrabee, Vice Chair (UCSC), Ann Plane (UCSB) (telephone), Donald Curtis (UCSF) (telephone), Nicholas Sitar (UCB), Troy Carter (UCLA) (telephone), Seeta Chaganti (UCD), Tony Smith (UCI) (telephone), Mary Beth Pudup (UCSC), Jay Sharping (UCM), Wade Beyermann (UCR), Leslie Carver (UCSD), Andrew Kenney (Graduate Student Representative), Hilary Baxter (Associate Director, Academic Planning, Programs and Coordination, UCOP), Steve Handel (Associate Vice President, Undergraduate Admissions, UCOP), Shawn Brick (Associate Director, Undergraduate Admissions, UCOP), Bill Jacob (Chair, Academic Senate), Mary Gilly (Vice Chair, Academic Senate), Brenda Abrams (Principal Analyst)

I. Announcements

Members were reminded that a volunteer is needed to attend a conference on General Education in Napa on February 22nd and if a UCEP member is not interested, another faculty member may be recommended. Chair Labor has attended six meetings this month and provided updates on each for the committee. The governor's budget was discussed during the Friday budget call with Patrick Lenz. UC will submit a three year sustainability plan. The governor has \$50M to fund proposals that meet state priorities, which include increasing bachelors degrees, improving four year completion rates and easing transfer. Priorities affiliated with capital facilities projects were discussed, 80% of which are seismic replacement and there is concern about taking care of campuses with space issues, particularly Merced. The president wants the Office of the President budget to remain flat for the 2014-15 year and some units will see cuts up to 6.5%. This will be a two year process during which UCOP will be right-sized. The Senate has been unable to present its budget issues in the same way as other divisions. The president is also calling for a 10% reduction in bad travel. Susan Carlson announced that a consultant has been selected to conduct the total remuneration study of ladder rank faculty and the report may be ready by the end of May. Academic Personnel is helping to gather faculty data to compare with the comparison eight institutions.

Provost Dorr discussed the presidential initiatives related to undocumented students, graduate students, post-docs, a new tuition policy, community college transfer, technology transfer and zero net energy consumption. There is also an efficiency review as well as intersegmental initiatives with the CSUs and community college system. About half of the funds for the graduate and post-doctoral student initiatives will be directed towards post-doc hires, \$2.1M for start up costs for science, technology, engineering and math, and \$500K will go towards professional development programs for chairs and deans. Bill Jacob pointed out that the transfer action team should be aware of strategies that have been tried in the past while the group also brainstorms to identify new recommendations.

A Mexico initiative is under development at UCOP. The UCR division chair reported to Council that this meeting went well. Provost Dorr indicated that UC Mexus will continue to exist and be a part of this initiative and UCR will continue to have a role. Chris Kelty gave a presentation on the open access policy is being expanded to include "faculty authors." Questions include under what circumstances will deposit be required. Derivative works will be dealt with by the author at the time of deposit and handled with a creative commons agreement. A new Academic Planning Council policy committee on international activities has recently established to consider questions that include education abroad and clinical trials in China. The Compendium and multi-campus research units were discussed and the president will have the power to select search committee members from lists of nominations from the chancellors.

Council received a presentation from the committee on enrollment principles. Currently, enrollment is

being examined on a systemwide level but the divisions will be impacted in the two to three years so it is necessary to be careful about what is adopted as criteria at this point. One question is whether rebenching criteria should be adopted. Chair Jacob has stated that creating the operational guidelines based on the enrollment principles will be difficult. Preliminary issues include that the enrollment strategy needs to be financially sustainable, that UC should take a position with respect to the Master Plan access guarantee, that opportunities for historically underserved populations should continue to be expanded, and there should be common standards of excellence across the campuses.

Council talked again about the process of determining the cost of instruction in response to the legislature's request for a number. One factor is that depending on how the health science campuses are included, the resulting cost of instruction can be very high. The goal is to produce a number that is meaningful. Provost Dorr discussed the process for developing presidential policies, an important part of which is to ensure that relevant stakeholders are involved. The divisions have received UCEP's letter about SR 760 and will work on revisions to this regulation, but there may eventually be a need for a systemwide policy revision. Council discussed the next steps in response to the Moreno report workgroup's recommendations. An update on pension and health benefit issues by Dan Hare was critical of the 80% funding model proposed by Nathan Brostrom. Provost Dorr reported that the campus climate reports are being prepared. Debby Obley described the work being done on metrics, many of which are in UC's accountability report, and presented models for cost of instruction. The policy regarding self supporting graduate degree programs did not receive much support in response to the systemwide review and it may not move forward at this time. UCSD has proposed revising SR 55 in order to extend faculty voting privileges and Council suggested that the proposal be revised by the division.

Discussion: Assistant Director Baxter indicated that the change in the Compendium related to the MRUs was related to the inconsistency about who was naming new MRU directors. With this change, the chancellors and vice chancellors of research will not necessarily have a role in selecting new directors, and the president is only obliged to make a search committee primarily from the chancellors' recommendations. Regarding SR 55, departments have had the flexibility to allowing the vote from anyone. Departments are allowed to have advisory votes which are reported differently but the divisions feel this is not strong enough. UCSD is seeking permission to properly allow these votes on personnel matters. Chair Jacob has advised UCSD to make explicit what it would like to do and what the common practices are. Rather than amending bylaw 55, Council may allow each division to decide if it will allow its units to permit these votes.

II. Consent Calendar

Action: The minutes were approved with corrections.

III. Consultation with the Academic Senate Office

- *Bill Jacob, Chair, Academic Senate*
- *Mary Gilly, Vice Chair, Academic Senate*
- *Martha Winnacker, Executive Director, Academic Senate*

Chair Jacob shared that the Regents received updates on the federal and state budgets. UC saw a reduction of 12% as a result of sequestration. The governor's budget includes a 5% base budget increase which reflects a 2% increase in core funds. Indirect cost recovery is expected to decrease due to the funding situation. The Senate wants to increase the faculty lines in order to improve the student to faculty ratio. Due to Prop 98, K-12 will receive an 8% increase in funding while the increase to UC is only 5%. Provost Dorr updated the Regents on online education and ILTI will fund thirty courses and twenty-two online courses are open for cross campus registration. Cross campus enrollment through the UCOE website has produced sixty students systemwide for the winter quarter and spring semester. Based on the comments

from the Regents, there is still a belief that online education is a good solution for UC. The governor believes that UC still can find efficiencies. The president told that Regents that one goal is to streamline transfer. Chancellor Block suggested that the Regents should not overlook the importance of residential education.

Chair Jacob and Vice Chair Gilly are meeting more frequently with the president. The president has agreed that since faculty bring in significant grant dollars they should be involved with decisions about benefits. The president suggested that Chair Jacob look at what Michael Crow has done with online education at Arizona State and Chair Jacob requested that UCEP members share their knowledge about innovations at Arizona State. Chair Jacob reported that one of the recommendations from the Moreno report work group is to establish an anti-discrimination office at each campus. Academic Council was negative about the proposed policy on self-supporting programs and the Academic Planning Council will have to respond.

Discussion: Members remarked that there has been limited advertising for the cross-campus enrollment system and, based on the enrollment of only sixty students, the need for the online system may not have been as pressing as described by UCOE. Chair Jacob shared that the CSU implemented a similar cross campus system that has been used by several hundred students. The committee discussed the persisting idea held by the Regents and governor that online education will allow UC to teach thousands of students in a course. A member noted that certain types of courses can be delivered without interaction with a faculty member. UCOE has overlooked existing efforts at the campuses that are successful, such as a fourteen year old Master's degree program at UCI. One member commented that UCOE imposes too many restrictions on faculty who might want to participate.

It was suggested that there should be more discussions with parents about what online education at UC should look like. It was noted that the Regents and legislature both make decisions based on anecdotal information. It was proposed that the Regents be invited to a conference featuring faculty who teach successful online courses. Faculty could offer a competing narrative that focuses on the pedagogy in online education. Divisional Senates could sponsor events at the beginning of the year to share information with students and parents. A member suggested asking the president to indicate how Arizona State and UC compare in the rankings and to underscore that not all academic institutions were created the same. The focus should be upon what the elite private universities are doing.

IV. Consultation with the Office of the President

- *Hilary Baxter, Assistant Director, Academic Planning, Programs and Coordination*

There will be a Regents item in March about graduate level completion rates to follow up on the discussion several months ago. The information will include factors that impact graduation rates and individuals from the campuses will be included in preparing the information. UC's graduation rates are good so the expectations around the degree of improvement that can be sought need to be managed. An analysis of the community college system's proposal to offer baccalaureate BA degrees was considered by a study group that included representatives from CSU and UC and it is not yet clear how aggressively the community colleges will pursue this. The president may be amenable to considering whether community colleges should offer baccalaureate degrees in areas that UC would not.

Discussion: Data about completion rates does not explain why students take a certain number of units, such as the inability to get into a course or that the students were working. A member commented that how a student performs in the first quarter is the best predictor of student success. One aspect of program completion involves student willingness to take required courses at suboptimal times (such as early Friday morning).

V. Evaluation of the Online Instruction Pilot Project

- *Diane Harley, Chair, Senate OIPP Blue Ribbon Panel (UCB)*

Chair Harley shared that the UCEC report was received in October and the Panel does not believe that any of its concerns have been addressed. It is difficult to sort through the report in order to determine what it actually means. The primary conclusion is to caution against making generalizations about the success of the project. Chair Harley pointed out that there are statements in the report that are not supported by any evidence. The report does not include the total numbers of students who enrolled in the courses so it is impossible to calculate drop rates. Chair Harley stated that there are limits to what the Panel can do in the absence of data.

Discussion: Vice Chair Larrabee noted that information not available at the systemwide level is available at the campuses, to the faculty, so future evaluations may best be conducted at the campus level. Chair Labor does not think it will be feasible to request another report from the UC Evaluation Center but it may be worthwhile to request specific missing information. The report has information about technologies that may be helpful for instructional designers. There is no evidence to suggest the effort was particularly successful, while evidence does suggest that the UCOE effort was inadequate. The funding from UCOE motivated some campuses to participate. The report describes how faculty used their own campuses for support but it does not indicate how much of this support was required. It is not clear whether the evaluation report is being used with ILTI. It is accurate to say that it is difficult to determine the success of the project because the data has not been provided. A member pointed out that faculty object to the central administration and the campuses complaining the most about UCOE have successful online offerings. Reportedly, a number of undergraduate deans have complained about UCOE and suggest that the funds be provided as block grants. It needs to be clear that UCEP's complaints are about the report and not about online education. UCEP may ask the divisions to provide information about what has worked with online education at their campuses.

Reportedly, Provost Dorr believes that cross campus enrollment is a requirement for ILTI because it is a focus of the governor's. Chair Jacob reported that the provost plans to convene a group that will examine ILTI and UCOE as well as the hub. The planned \$5M expenditure on the hub should be postponed until there is a greater demand for cross campus enrollment. UCEP can write a simple letter about what online education will look like going forward and there should be a clear statement that central administration is not desired. According to Chair Harley, some of the instructional designers left the campuses to join UCOE. It is important to preserve the infrastructure in place at the campuses. UCEP's memo should outline the committee's work on the systemwide guidelines.

Action: The chair will draft a memo outlining the committee's concerns once a final report has been received from the BRP.

VI. Proposed Draft Policy on Professional Degree Supplemental Tuition

The committee has the opportunity to comment on the proposed policy on professional degree supplemental tuition.

Discussion: One campus is concerned that the policy will result in resources being redirected from teaching undergraduates.

Action: The committee decided not to opine on this matter.

VII. Transfer Issues

- *Steve Handel, Associate Vice President, Undergraduate Admissions*

- *Shawn Brick, Associate Director, Undergraduate Admissions*
- *George Johnson, Chair, Board of Admissions and Relations with Schools*
- *Ross Frank, Chair, Committee on Preparatory Education*

Chair Frank reported that the president started an action team to streamline and make more effective the process of transferring between the community colleges to UC. The team includes the chairs of BOARS, UCOPE and UCEP, a former transfer student, and a number of campus leaders in transfer services across the system as well as key individuals at UCOP who would conduct research and implement the plan. The team is expected to have a report for the Regents' March meeting. The team was divided into four areas: admissions and articulation, outreach and preparation, transitions and orientation and one on enrollment growth and impact. There are 112 community colleges, and a huge percent of transfers are drawn from just nineteen of them. These students are less diverse than the freshman population at UC. There is a need to diversify both the reach of the UCs and to broaden the breadth of the pool. The team is circulating a draft report which Chair Johnson and Vice President Sakai will review this week. The goal is to provide a report to Provost Dorr by the 21st of February.

The team's draft recommendations include: creating a consistent pre-major pathway systemwide, improving diversity, using technology to help community college students prepare for transfer, and providing a transfer support kit. Chair Johnson hopes that UCEP will have an opportunity to review the team's report and offer comments before it is finalized.

Discussion: The team has discussed strategies to increase UC's presence at the community colleges. It was noted that there are community colleges that have high rates of transfers into CSU system. A member commented that there is a problem with the message that everyone needs to go to college. The community colleges track students who indicate that they want to transfer into a UC and only one in four actually does transfer. Chair Johnson remarked that it is important to make the process for transferring into UC as easy as possible. There is no evidence that students at the community colleges that are currently not feeder schools are not prepared to transfer. The community colleges do not have the resources to offer all of the courses required for transfer and it is not yet clear how UC can help address this problem. Chair Labor noted that representatives from the community colleges have not been included in the transfer action team's discussions to date but the TAT deemed this consultation necessary and it will be solicited.

Overall UC is doing well but there may be some campus specific cultures that could be changed to accommodate a larger number of transfer students. There are questions about how UC can meet the Master Plan requirement of 2:1 ratio and how the University have a presence at every community college. The Sacramento City College has a branch campus on the UCD campus, a model that has been replicated outside California. The discussions about creating consistent pre-major pathways systemwide that align with the top 20 majors are focusing more on a process to create pre-major pathways that faculty in various major can agree upon. The focus on the top 20 majors might inadvertently narrow the curriculum transfer students chose when they arrive at UC. According to Associate Director Brick, the CSUs are agreeing that the statewide set of courses is good enough, and that they will not create a new lower division set of requirements for freshman. The community college courses receive the C-ID number and it is up to the four year institutions to review the course. A member suggested it would be useful to have an online tool that allows students to set up profiles that help determine their eligibility for any university. The committee discussed the fact that the community colleges vary with respect to their ability to prepare students to transfer, and it was noted that the high schools vary as well. The state should be encouraged to provide more funding to the community colleges.

VIII. UCI Council on Educational Policy WASC Letter

The UCI representative explained the letter from the Council on Educational Policy about WASC. The

assessment committee, which worked closely with WASC, is concerned about a series of changes the commission has made. The campus is pushing back on altering the reporting of retention and graduation data without being provided with an explanation for how the new format will be utilized. The assessment committee is also concerned about assessment being trivialized. Other issues are related to the meaning of the degrees and the demonstration of core competencies. The arguments against the first issue is that it creates work that does not provide any additional information and arguments against the second through fourth concerns include that this is marketing that has nothing to do with education. There is no objection to WASC but to a focus that seems to be on feel-good descriptions intended for public consumption that could ultimately diminish the perception of education.

Discussion: UCEP could send the UCI memo to Council with a request that it be forwarded to WASC. Although the Commission has voted on the redesign, Assistant Director Baxter suggested that it would still be worthwhile to forward the UCI letter. The Western region is expanding with the addition of institutions that do not have, as a fundamental, that there is a single faculty creating the degree programs that have coherence. This is driving WASC's changes in part and for institutions like UC these changes do not make much sense. Reportedly, there is disagreement within WASC about the direction in which it is moving. The Assistant Director indicated that it would not hurt for the Commission to hear from faculty about what is not working and Provost Dorr should be notified when the memo is forwarded.

Action: UCEP will forward the recommendation to Council requesting that the letter is forwarded to WASC.

IX. Revised APM - 025, APM - 670 and Proposed New APM – 671

Action: The committee agreed to not opine on this matter.

X. New Business

There was no new business.

XI. Executive Session

No Executive Session was held.

Meeting adjourned at: 2:44 PM
Minutes prepared by: Brenda Abrams
Attest: Tim Labor