

**Minutes of Meeting
December 16, 2013**

I. Announcements

Bob Clare, UCORP Chair

Mary Gilly, Academic Council Vice Chair

Chair Clare updated the committee on several items of interest:

- Academic Council of November 20: 1) President Napolitano has appointed a new chief of staff, Seth Grossman, who also comes from the Department of Homeland Security. 2) President Napolitano has announced 7 new initiatives (see Item V below). 3) Following some comments made at the November Regents meeting, it is again clear that the public portrayal and understanding of university research needs improvement. 4) President Napolitano is seeking quick action in response to allegations of improper advancement practices at UCLA.
- Academic Planning Council of December 10: There is an effort to expand open access to all university authors, not just Senate faculty as in the current Senate policy. It is expected to parallel closely the Senate policy for ease of implementation.
Discussion: Members noted that funding concerns and the opt-in structure should be monitored closely since other university authors may be less sophisticated in this area. Chair Clare noted that any proposal would probably be vetted by General Counsel.

Vice Chair Gilly updated the committee on other items of interest:

- The President's initiative related to technology transfer is well timed, following newly named Nobel Laureate Randy Schekman's recent presentation to the Regents on the importance of pure science, not just applied science.
- A new lab management effort will seek to align more closely the campuses with the research conducted at the Los Alamos and Lawrence Livermore National Labs. A white paper and an invitation to a discussion group should be forthcoming.
- Chair Jacob and Vice Chair Gilly have been working to inculcate the principles of Shared Governance with the new president.
- State budget projections are optimistic; some have speculated that UC may get more than the 5% increase to its base budget.
- Vendors to conduct the LRF total remuneration study will be interviewed this week.

II. Consent Calendar1. DRAFT Minutes of November 18, 2013

Action: The minutes were approved as amended.

III. Campus Updates

Irvine: Recent discussion has focused on the impact of open access on an institution's academic reputation. A new academic analytics framework may arise.

Santa Barbara: Please share best practices for the payment of publisher fees, as well as how monographs are paid. Some charge grants, some use embargoes to avoid fees, and some have other practices.

Action: Members should verify the accuracy of their COR profiles (see SharePoint).

IV. Data Management and Sharing

Patricia Cruse, Director, UC Curation Center, California Digital Library

Issue: Our goal is to support data intensive research. Data stewardship is required by many funders and by most best practices. The federal government has requirements for data plans and granting public access to research and collected data. Most publishers agree, and they are also working to make information more available. However, this is still a new area, and many researchers have a low level of relevant knowledge and processes. The CDL offers tools to augment local efforts, such as a data management plan tool to help researchers develop a plan. The DataUP tool will help scholars share tabular data, and EZID will help create long-term identifiers and link publications to data sets. Many tools can be activated after embargoes expire. Some data sets may not be related to published research, but may be of benefit to others simply by being available. The complete menu of tools is available online: <http://www.cdlib.org/services/uc3/>.

Discussion: Members noted that software should also be archived, so that data sets can be accessed into the future. Members also noted that media continues to transform, so multi-media services may also be needed. Director Cruse added that their Web Archiving Service also saves URLs. A challenge is to project 10-year archiving costs for grant proposals. Currently, UC data storage costs are low due to the availability of the San Diego supercomputer. Members asked about the 10-year archive limit, and Director Cruse indicated that further developments in stewardship technology are expected and so future storage needs could not be determined at present. Members wondered why it falls to PIs to archive data, when others would benefit. This practice could be viewed as another unfunded mandate, further eroding funding flexibility. Director Cruse acknowledged that the discussion on this point continues. Members asked about unrefined data, and Director Cruse indicated that whether final, curated, raw, or other data should be archived is also still under discussion.

V. President's Initiatives

1. President's Postdoctoral Fellows

Susan Carlson, Vice Provost, Academic Personnel

Issue: In recognition of the importance of postdoctoral scholars to UC's research enterprise, the President looked to this program with its good reputation and systemwide coherence, as a model. However, the program has suffered from lack of funding and publicity lately, and the number of fellows has fallen to around 15 per year. A new goal of 65 for the next two years has been set, which would be an all-time high, and a new focus on STEM fields has been announced. The allocation includes \$5M in one-time funds to be administered over the next three years. \$2.1M will be spent to develop the targeted STEM program, including the health sciences hiring incentive; \$2.125M has been earmarked to hire more faculty from the pool (5 at \$85K); and \$475K has been designated for underrepresented minority mentor cultural competency training improvements. Two faculty advisors are on the steering committee, including UCAAD Chair Roxworthy.

Discussion: Chair Clare asked if the money was to support the fellows directly, and VP Carlson indicated that the funds focus on hiring incentives for targeted faculty recruitments, that is, for the fellows to become faculty. Some members voiced concern that the funds were not to be used for direct fellow support. VP Carlson noted that high caliber fellows are incentivized by hiring outcomes. Chair Clare added that time-lag concerns could undermine the success of one-time funding. VP Carlson agreed, adding that seeking continued funding is the next logical step. Members asked if fellows expected faculty positions, and VP Carlson indicated yes, the application process is comprehensive. Members also noted that new faculty need department-wide support, not just a single senior faculty mentor. VP Carlson said that departmental involvement was beyond the scope of the program, but she would bring the feedback to the steering group. Members asked if the application was similar to others, and VP Carlson said yes, it is a common application which should help increase the pool of applicants. Members asked what recruitment goals were, and VP Carlson answered 30 fellows with 12 becoming faculty would be a good outcome. Members then asked if direct support for post-docs would increase, but VP Carlson indicated that she was not aware of any new funds for that purpose. Members noted that the program could benefit from greater advertising, and VP Carlson replied that a list of graduating fellows is traditionally circulated to department chairs and deans.

2. Carbon Neutrality

Debbie Obley, Associate Vice President, Budget and Capital Resources

Issue: AVP Obley reported that the Climate Solution Initiative advances stated goals, and accelerates current time lines. A major aspect of the Initiative is to build a state-wide energy partnership program with investor-owned utilities, which could save as much as 20% over 5 years. Goals include expanding discount programs across the campuses, and expanding energy sources to co-generation plants. Other strategies are also under consideration, but they could take a decade to yield noticeable results, so state “seed money” is being sought. For example, solar costs are falling, and Merced is looking to create a solar farm in order to become a wholesale power generator. The certification process is complicated, however. Another example could be for UC to enter the bio-gas markets to harvest methane for re-use. 53% of UC’s energy comes from natural gas, so a shift to bio-gas should be a less disruptive transition.

Discussion: Chair Clare clarified that goal of the Initiative seems to be changing contracts, and not supporting research. AVP Obley indicated that securing less expensive energy is one goal of the program, but UC should also lead by example in its research and consumption. Members asked if additional resources for research into alternative energy sources would be offered, and AVP Obley said that none are included in this effort.

3. Supporting Graduate Education

Pamela Jennings, Graduate Studies Director, Office of Research and Graduate Studies

Issue: Director Jennings stated that goal of this effort is to increase fellowship support for graduate students. Specifically, the effort identifies two programs for additional support: 1) \$3M is dedicated to the Eugene Cota-Robles Fellowship, and 2) the remainder is to support the [UC/HBCU Initiative](#) started by Provost Pitts. The latter

program encourages UC faculty to host scholars at a UC campus, but the first cohort only began last year.

Discussion: Members noted that PhD programs last several years, so emphasizing programs with only 2 years of funding could send the wrong message. Director Jennings said the Initiative is a good faith effort and a demonstration of institutional support. Members also noted that geography was working against UC in several respects. Director Jennings suggested that her office could help identify likely matches, and she encouraged faculty to make use of their entire professional networks, too. Additionally, graduate student associations frequently have diversity officers who could serve as additional resources. Finally, it was noted that awareness is a victory in itself in this area. Members asked if resources for mentoring or development was included, and Director Jennings indicated that such as implicate at this stage. The first step is to develop a cohort, and then to identify programmatic needs. Members asked how HBCUs were matching UC's outreach effort, and Director Jennings suggested that this new territory to UC.

4. Research and Technology Transfer

Bill Tucker, Executive Director, Innovative Alliance Services, ORGS

Issue: This Initiative has 3 parts: 1) to facilitate and support start-ups, 2) to enhance support for campus efforts in technology transfer, such as assisting with the patent process, and 3) to further streamline internal processes and structures.

Discussion: Chair Clare suggested that the Discovery Grant program could be reinvigorated, since it accomplished many of the same goals. Director Tucker replied that careful assessment would be required before any previously discontinued programs were brought back. Members asked what lessons have been learned from industry and academic competitors in this area. Director Tucker said it depended on the discipline, and that his office intends to cast a wide net for best practices. Members then asked if the goal of the effort was revenue related. Director Tucker indicated that there are 2 stages currently identified: First, to develop an ecosystem and culture supportive of technology transfer, and second, to secure extramural investments, matching funds, etc, with the aim of an equal return on investment, if not more. Members asked if individual PIs should continue to court their own investors, and Director Tucker suggested that a cooperative approach with tech transfer offices might open additional doors.

VI. Research Advocacy

Dan Dooley, Senior Vice President, External Relations

Jason Simon, Director, Marketing and Communications Services, External Relations

Issue: The impact of UC research in the everyday lives of Californians is not widely recognized; advancements in food security, medical treatments and delivery, and the arts, to name a few, go under the public's radar. Faculty should all have access to the same basic advocacy how-to's, and External Relations inquires if their efforts match faculty goals. Advocacy can take many shapes: In Washington, D.C. last June, graduate students met with the California delegation to great success; the breadth and depth of research was surprising to many. In Sacramento, engagement should be more regular and in-depth. Discussions should be framed around the importance of research to the public, not the importance of research funding to a PI. Another messaging obstacle is the time lag inherent in basic research, which is frequently as much as 25

years. Closer coordination with the offices of state and federal governmental relations can help inform faculty as to the best times to contact key legislators and help ensure consistency of message. Close cooperation with the Budget Office should also be sought as the budget committee staff and Department of Finance staff write the state budget.

Discussion: Members asked how the research message could best be blended with the legislative focus on undergraduate access and cost. VP Dooley noted that his office has worked to distinguish the role of research in undergraduate education at UC from the lesser role research plays in undergraduate education at the other segments. Nonetheless, term limits require a constant re-education campaign. UC is looking to expand its legislative round-table, which is comprised of UC alumni in the legislature and the representatives from the districts with UC campuses. Academic leaders might also meet with this group.

VP Dooley also reported that UC generally receives “favorable” scores in public opinion polls, but the “directly impacts my life” category needs improvement. Members were surprised that agricultural advancements were not considered as impacting daily life. Members asked how UC research products were being marketed, and VP Dooley indicated that there is no commercial branding. Most commercial outreach seems to be informal, over social media sites. Members asked how stories reporting the impact of UC research were collected. Director Simon replied that campus media offices send stories directly, and that External Relations also mines various news sites for reports. Members asked where the California public got their UC news, and Director Simon answered that that question is not typically asked. Instead, the public is asked what they would be willing to do to support UC. Members noted that research related communications should be continuous, not episodic or tied to major awards announcements.

VII. Systemwide Review Items

1. Systemwide review of Senate Bylaw 55

Issue: This proposal comes from the San Diego division and is designed to permit local, departmental flexibility regarding expanded voting rights for hiring and advancement. Any voting rights extended would be revocable after one year.

Discussion: Some members thought that affording colleagues with similar job duties similar responsibilities was the right thing to do. Members noted the inconsistency that continues to surround the use of adjunct and clinical appointments. Some wondered how a right could be revoked after one year. Some wondered why the proposal was limited to adjuncts in the health sciences, but not in other academic areas. Some wondered if a “like votes on like” approach might be workable. Members agreed that a more formal advisory vote process could serve as an interim solution.

Action: Analyst Feer will draft a note summarizing the committee’s position and circulate it electronically for approval.

2. Systemwide Review of Proposed Revised UC Policy on Sexual Harassment and APM Section 035, Appendices A-1 and A-2

Action: The committee elected not to opine on this item.

3. Proposed revised Self-Supporting Graduate Professional Degree Programs (SSGPDP) Policy

Action: The committee elected not to opine on this item.

4. APM 670, 671, 025 – HSCP Conflict of Commitment Policies

Action: The committee will return to this item next month.

VIII. Executive Session

Note: Other than action items, no notes were taken during Executive Session.

IX. Further Discussion and New Business

None.

Meeting adjourned 4:15 p.m.

Minutes prepared by Kenneth Feer, Principal Analyst

Attest: Robert Clare, UCORP Chair