

## UNIVERSITY COMMITTEE ON RESEARCH POLICY

Monday, February 14, 2022

**Meeting Minutes****I. Announcements, Approval of Meeting Minutes**

- Chair's announcements and updates

UCORP and UCAP comments on the Regents Working Group on Innovation Transfer and Entrepreneurship were discussed and approved at the most recent meeting of the Academic Council. The comments were then forwarded to the President to convey to the Regents.

Another issue that came up at the recent Academic Council meeting was obstacles to research productivity due to new IT requirements.

The Academic Council heard that the recently released Governor's budget includes funding specifically for climate research. But it's not yet determined how it will be allocated or administered.

- TFANR Report (Jarmila Pittermann)

The Task Force on ANR (UC's Agriculture and Natural Resources) at its recent meeting talked about Experimental Research Stations and whether they should have a line item in the State budget. UC generally opposes line items due to concerns about UC autonomy. The Task Force will advocate for an oversight review for ANR that would include an external review by experts. A proposal from TFANR Chair Eleanor Kaufman will be sent to its parent committee, UCPB, and possibly to UCORP for endorsement, before being sent to Academic Council.

- Report from ACSCOLI meeting on January 24 (Javad Lavaei)

The results of the latest Laboratory Fees Research Program (LFRP) competition have been announced. \$20 million was awarded to 5 projects, with 45 faculty members from around the system benefitting from the program.

ACSCOLI heard an update on Hertz Hall, a complex at Lawrence Livermore National Lab that is owned by UC. It is being renovated with the intention of using the facilities to expand UC interactions with the lab, and accelerate collaborations for students and faculty.

- **Action Taken:** Meeting minutes from January 10, 2022, were approved.

**II. UCORP Response to Graduate Student Unionization/Negotiations**

Based on UCORP's January conversation with Academic Council Chair Robert Horwitz, the committee will consider crafting a statement about the potential impact of graduate student unionization on research programs. There is a fear that as it becomes more expensive to hire GSRs, PIs will fill positions with post-docs instead.

Comments that arose included:

- Tuition reduction in lieu of additional salary, helping to keep the cost neutral for PIs.
- Ask the state for increased funding. The recent Governor's budget committed to increasing funding for UC by 5% per year for the next five years. The state wants UC to increase enrollment of graduate students by 6,000 (and undergraduates by 14,000).
- Some members thought it might be early to make a statement, since there is nothing specific to react to.
- Focus on graduate student ability to be involved in research and perhaps put research implications in the minds of the contract negotiators.

**Action:** Chair Karen Bales will draft a statement to circulate to committee members for feedback and additional comment.

### **III. MRU Review – Interview with Institute on Global Conflict & Cooperation (IGCC) Director**

*Tai Ming Cheung, Director and Professor, School of Global Policy and Strategy, UCSD*

*Misty Cervantes Nguyen, Business Officer*

*Lindsay Morgan, Managing Editor*

*Marie Thiveos Stewart, Strategic Programs Manager*

*Scott Tait, Executive Director of Catalyst*

Professor Tai Ming Cheung has been the Director of the Institute on Global Conflict and Cooperation since 2012. He provided background on the institute, including its founding under Governor Jerry Brown's first term to focus on nuclear nonproliferation. Today, the institute studies all types of national security issues, including technological and economic.

IGCC received its first permanent budget in several years from the State in the form of a budget line item in the amount of \$1 million in FY19-20. This is being used for dissertation fellowships, workshops, internships, and administrative support and costs. Additional grants bring the total budget to approximately \$3 million.

The institute partners with others in the UC system to apply for large, multi-year grants. It provides dissertation fellowships for graduate students in the field of international relations. Director Cheung claims that IGCC is the most important source for that type of fellowship in the UC system. Until the late 2010s, funding support for the institute was in decline and it had to start competing for funding. This was managed with reduced staffing and activities, and dependence on external grants. Starting in 2018/19, IGCC began to receive some direct state funding and moved from survival mode to growth mode. The institute is now building upon this relatively stable funding, with one focus in bridging gaps in areas of hard sciences and physical sciences.

The Director and staff members answered questions from the Review Group:

- *Strategic planning* for the next five years includes moving away from military/nuclear issues and into economics, technology, democracy, and existential threats. IGCC is still working with former Governor Brown on the latter, which encompasses pandemics, the environment, and global climate crisis.
- *There is interest in expanding the impact of the institute in global policy and relevance.* The staff would like to build relationships with stakeholders in government and strengthen its Washington, DC footprint. It used to have an office at the UCDC building. Alumni of IGCC fellowships have gone onto positions of influence, and there is interest in bringing alumni together in a more systematic way. The institute wants to strengthen its strategic communication, to be able to make its research accessible to non-technical audiences and influence those in positions of power, as well as disseminating more broadly to media and think-tanks.
- *Outreach to undergraduates*, especially beyond UCSD, has been relatively limited and lower in priority, as emphasis has been on graduate students. When IGCC received funding as part of an LFRP group, a summer training program for graduates and undergraduates was part of the grant.
- *Metrics for achieving goals* have not been used in a sustained or methodological way. Assessment has been project by project, and renewed funding seen as a measure of success. Policy impact and conference feedback are other measures. Director Cheung mentioned "Track Two" dialogues that have been convened for over 30 years. Begun under former IGCC Director Susan Shirk, track two dialogues bring together experts for dialog around difficult policy topics.
- *Efforts to increase diversity:* Gender seems to be balanced, with about 40-50% women involved in the institute. Participants from underrepresented minority groups are not well represented, and the staff noted the lack of underrepresented minorities in global studies areas. The staff has invited academics from underrepresented groups to serve on the Steering Committee, with mixed success. IGCC does not track participants from underrepresented groups. The current period of growth presents an opportunity to reach out to academics, potentially at HBCUs, who are engaged in related topics. There is opportunity in

expansion of the programs to attract a more diverse array of undergraduate students and to encourage study and careers in global affairs.

- In terms of *increasing participation from other UC campuses*, the IGCC staff said recent increases in funding will allow more expansion to other campuses. Southern and northern conferences had been planned for 2020.
- *The Catalyst program* began in 2019. The program director served in the Navy for 27 years and was previously involved in the work of ICGG. The program explores how UC can contribute to national defense innovation and national security. It helps guide UC innovators to national defense work.
- *Governance, structure, and decision-making*: Program decisions are currently made by the Director, but IGCC is considering convening a more general Advisory Council. A Steering Committee that meets once per year oversees grants and fellowships. The term of service on the Committee is three years, and can be extended by mutual agreement. When members step down they are asked to recommend a replacement faculty member from their campus. Research Directors manage research projects. They are brought in for their portfolios and have a great deal of autonomy.

Review Group members noted that an advisory board is generally recommended for MRUs, and that such a board would help build consensus about decisions, including around ways to expand participation, help determine long-term priorities, and facilitate outreach to other campuses.

In terms of support from UCOP, IGCC would like greater resources and support. UCOP could help to convene large teams together and maximize UC-wide engagement and networks.

#### **IV. Academic Senate Leadership Update**

*Robert Horwitz, Academic Council Chair*

*Susan Cochran, Academic Council Vice Chair*

UCORP informed Chair Horwitz that the committee will draft a statement about the potential impact that unionization of graduate student researchers will have on PIs and their existing grants. Offsets for tuition from the university might be a way to mitigate the impact on PIs.

Chair Horwitz thanked UCORP for the committee's response to the Regents Committee on Innovation Transfer and Entrepreneurship's recommendations for changing the APM. Both UCORP and UCAF said that tech transfer and innovation are already sufficiently taken into account the APM and that no changes are needed. The feedback was sent to President Drake.

Governor's budget – UC received the permanent funds increase that it requested, less one-time money to spend on deferred maintenance and retrofitting. The budget includes \$185 million for climate-oriented research. Overall, the key development was a multi-year compact that will provide UC with annual 5% base budget increases for the next five years as long as progress is made towards specified policy goals, primarily increased enrollment. The enrollment goal is 20,000 new students by 2030 (14,000 undergrads and 6,000 graduate students). The Governor's budget stipulates that enrollment growth must happen at all campuses, including Berkeley, LA, and San Diego, although some of the growth at those campuses will be the substitution of non-resident students for California undergraduates. The Governor's compact promises to pay those campuses to bring down their non-resident percentages to the 18% cap over the next five years. President Drake has convened an enrollment capacity working group to look at options for expansion, which include expanding summer sessions, opening satellite campuses, and increasing online offerings.

Online degrees – The Academic Council discussed online undergraduate degrees, with no conclusion regarding a stance to take. UCEP has been asked to put together a set of fundamental and operational guidelines to bring to the Academic Council for discussion. The push for increasing online options comes from legislators and Regents who see it as a way to increase access, especially from first generation and URM backgrounds.

UC Health and the Academic Senate – UC Health has asked the Academic Senate to consider including additional clinician titles in Senate membership. A Senate ad-hoc working group has been formed to discuss the issue, which includes impact on morale of Health Science faculty. It may be an issue of misclassification of some clinicians.

Cheating websites – Faculty continued to be frustrated with the cheating and the theft of their intellectual property via sites like Chegg and Course Hero. The Academic Senate continues to push for more help from the administration and a more automated way to do take-down requests. This will be a topic at the March Regents' meeting.

Data breach response – The Academic Senate leaders learned that protection of online data for employees via Experian will be extended for another year. The administration has been asked to include fraud protection coverage as part of the basic benefits package.

Retirement system issues – UCOP is working on fixing delays and customer service problems in its retirement system. Retirement counseling will be offered in a hybrid online and in-person campus onsite system.

Inflation impact on retirees – Some retirees who separated from the university prior to 1989 are at risk of seeing their pensions dip below 75% their purchasing power starting point. The university has promised to address this with an extra COLA payment or other method.

New housing loan program – UC will offer a new housing loan program known as ZIP loans. These are loans designed to help faculty with down payments, and offer up to \$150,000, much of which is forgivable over time. The Senate would like to see these loans prioritized for early career faculty.

Student accommodations and teaching modalities – Some campuses are experiencing student actions demanding that all courses be recorded and that hybrid instruction be the permanent norm. The Academic Senate holds that decisions on course modality are matters of shared governance, subject to negotiation among individual faculty, department chairs, divisional Senates, and campus administration.. The University Committee on Academic Freedom (UCAF) has been asked to consider the relevant issues raised by the pandemic and the students, and advise whether the Senate should make a statement.

Remote teaching/remote work – UCOP Chief Operating Officer Rachael Nava joined the recent meeting of the Academic Council to talk about staffing issues and the deliberations regarding policies around allowing remote when appropriate. Chair Horwitz is concerned about reestablishing an intellectual university community in an online or hybrid environment. The Academic Senate would like to see leadership and involvement from UCOP on these matters.

Transfer – The Intersegmental Council of Academic Senates (ICAS) is charged by recent legislation known as AB 928 to create a singular general education transfer pathway. The differences between segments (community colleges, CSUs, and UC) make this very difficult, but a special committee of ICAS has been formed to get it done. If it is not done by ICAS, then the solution will be determined by administrators rather than faculty.

The Mitigating the Impact of Covid on Faculty – The workgroup is winding up its work will have a final report soon. The most important outcome from the group is the concept of Achievements Relative to Opportunity (ARO) in the merit/promotion process. ARO recognizes that for many faculty the pandemic constrained the research effort and required more attention to teaching. ARO would adjust the balance of research, teaching, and service in the merit and promotion review. The final report will be presented to the Board of Regents in May.

UC Online – The re-constituted UC Online Advisory Group has started to meet and is discussing opportunities for the systemwide UC Online program (formerly ILTI).

Climate crisis – At its February meeting, the Assembly of the Academic Senate ran out of time for a vote to approve the “memorial” to the Regents from the ad-hoc Academic Council Climate Crisis group. The request is for prioritization of climate efforts, including diverting funds from other endeavors. The vote will be rescheduled.

## **V. MRU Review – Interview with The Dickens Project Directors**

*John Jordan, Director, The Dickens Project*

*Renee Fox, Co-Director, The Dickens Project*

*Courtney Mahaney, Assistant Director, The Dickens Project*

Founded in 1991, The Dickens Project is a national and international research consortium, with participants in Israel, Australia, UK, and Canada. There are 36 university members, including UC Berkeley and UCLA. 8 of 12 members of the Steering Committee are from UC campuses. The Project engages in research and distributes materials and programs to researchers and the general public. One focus is engaging high school students. In response to the pandemic and its limitations, the Dickens Project developed a year's worth of videos and expanded virtual meetings of its community reading group. The research output of members in 2020-21 comprised more than four dozen books, articles, and compilations.

Having survived the funding crisis of 2008-09, the Dickens Project continues to work to overcome recent obstacles. Its primary activities are two virtual summer "Dickens Universes," a winter student/postdoc conference, and a high school neighborhood academic initiative program in Los Angeles.

In 2021-22, the Project received two major grants: \$50,000 from the NEH American Rescue Plan and \$40,000 from the Monterey Peninsula Foundation for High School outreach support.

New plans for 2021-22 include:

- The "Dickens Day of Writing" high school curriculum and community outreach event. The subject is poverty and homelessness in 19<sup>th</sup> century London.
- Friends Faculty Fellowship that is open to any faculty member who has had an association with the Dickens project over the years, including those who were once associated as students.
- A new Friends newsletter.
- A new Santa Cruz Dickens Fellowship branch

To get a quantitative indication of research output related to involvement in The Dickens Project, the staff asks its members to self-report. The members comprise an informal network of colleagues, in addition to institutional and more formal members. There is a range of outputs, including journal special issues that have come directly out of conferences.

A slide presentation from the Dickens Project staff provided more information on the unit's funding, expenditures, diversity efforts, high school outreach, and recovering from the effects of the pandemic.

- *Graduate student support:* The Dickens Project is mindful of graduate students' lack of funding and ensuring they can participate in events. In the past, there have been fundraising efforts specifically for graduate student support. The winter graduate student/postdoc conference is paid for by the Project. The Project also provides travel stipends for graduate students who participate in the Dickens Universe or the winter conference. Member institutions pay for their students' board and lodging costs at the Dickens Universe.
- *Budget:* One income stream is via the [Road Scholar program](#). Friends of the Dickens Project has an effort to increase the endowment, including through planned giving. The Project has a loyal group of members of the public. The impression of the staff is that they are seen as so successful in their fundraising that they don't need additional funding. A small amount of funds is provided by the Project's home campus, UC Santa Cruz.
- *Diversity:* Review Group members suggested leveraging UC's efforts to partner with HBCUs and HSIs.
- *Outreach:* The Dickens Project has a unique partnership with a high school in an underserved area of Los Angeles whose students are primarily BIPOC. Santa Cruz hosts a "Dickens Day of Writing" that engages

the broader Santa Cruz area and attracts a diverse group. Graduate students who go on to other institutions bring in new members to the consortium.

- *Pandemic impact:* The Dickens Project staff are eager to get back to meeting in person and are planning the 2022 summer conference, which will include hybrid formats to foster inclusion. The Project anticipates having enough money for the next couple of years, with an income stream from two endowments and its recent grant funding.
- *Governance:* The Executive Committee plans the summer conference, with smaller teams composed of faculty that focus on academic programming. The EC approves new efforts like the Friends Faculty Fellowship (along with the Friends Board). The Friends Board meets twice per year (more as needed) and is devoted to fostering the community. The Friends Board developed the new videos last year, engages in fundraising, and produces a quarterly newsletter. It has traditionally been fairly separate from the Executive Committee, but the two are now trying to integrate more. An officer of the Board is dedicated to organizing and leading DEI efforts. Currently that is focused on including non-mainstream Victorian authors.
- *Undergraduate involvement:* The summer conference is an intensive, one-week, for-credit course at UCSC. Most who attend are enrolled Santa Cruz students, or other UC students, but there is also a scholarship that brings four community college students to the course (who can also get credit). USC is the only non-UC school that offers credit. Members of the public can also attend, and some of their fees subsidize the students and faculty.

## **VI. Abbreviated Campus Round Robin**

**UCLA campus report:** The VC-R provides a report at each COR meeting. This year there will be two ORU reviews. The recent Covid Omicron surge did not impact the research enterprise, and case numbers are receding. Coming up, the COR will undertake its process for faculty research grants. A post-pandemic university report is anticipated later in the year. A campus export control officer joined a recent COR meeting to review processes and regulations. COR members were concerned about new sanctions impacting existing collaborations, but were told that they would be exempt.

**UC Merced report:** Faculty in Computer Science (in particular) are concerned about being asked to sign waivers of liability that relate to cybersecurity efforts.

**UCSC report:** The administration approved an annual faculty allowance request. The COR will work with the planning & budget committee to start setting it up.

Regarding IT concerns, UCSF is seeing increasingly restrictions on IT systems and increases in the cost of IT support. Faculty are concerned that decisions are being made without proper consultation; especially those that are having a negative impact for faculty.

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Meeting ended at 3:07pm

Meeting minutes drafted by: Joanne Miller, UCORP Committee Analyst

Attest: Karen Bales, UCORP Chair