

**UNIVERSITY OF CALIFORNIA** **ACADEMIC SENATE**  
**UNIVERSITY COMMITTEE ON PLANNING AND BUDGET**

**Minutes of Videoconference Meeting**  
**January 5, 2021**

Present: Sean Malloy (Chair, Merced); Kathleen McGarry (Vice Chair, Los Angeles); Bruno Nachtergaele (Davis); Donald Senear (Irvine); Tim Groeling (Los Angeles); Patricia LiWang (Merced); Katherine Kinney (Riverside); Kwai Ng (San Diego); Doug Steigerwald (Santa Barbara), Dard Neuman (Santa Cruz); Jennifer Grandis (UCSF); Jazz Kiang (Graduate Student, UCLA); David Brownstone (TFIR); Eleanor Kaufman (Chair, TF-ANR); Mary Gauvain (Chair, Academic Senate); Robert Horowitz (Vice Chair, Academic Senate); Nathan Brostrom (CFO); David Alcocer (AVP); Kieran Flaherty (AVP, SGR); Seija Virtanen (Associate Director, SGR); Carrie Brostrom (EVP, UC Health); Zoanne Nelson (AVP); Laura Tauber (Executive Director); Stefani Leto (analyst)

**I. Consent Calendar Items:**

1. Approval of January 5, 2021 Agenda
2. Approval of UCPB December 8, 2020 Minutes

**ACTION: UCPB approved the consent calendar.**

**II. Introductions and Announcements**

- o *Sean Malloy, UCPB Chair*
- o *Kathleen McGarry, UCPB Vice Chair*

Committee Overview: Chair Malloy announced that UC Human Resources implemented changes to protect UC employees' Highest Average Plan Compensation (HAPC) in any curtailment program.

Vice Chair McGarry reported that the UCPB/CCGA Self Supporting Degree program joint working group met but with limited attendance. They hope to meet again in the future.

TFIR Report: TFIR Chair Brownstone discussed narrowing a proposed survey of Academic Senate members regarding benefits to focus on student debt types and levels, in order to determine if offering a student loan repayment benefit would benefit UC faculty who carry student debt, noting that primarily younger faculty do so.

UCPB Task Force on ANR:

Agriculture and Natural Resources Task Force Chair Kaufman reported that the ANR Task Force subcommittee chaired by Karen Bales (UCORP Vice Chair) met to discuss a proposal for seed grants to fund collaborative research activities between AES and non-AES campuses. Laboratory fees and their possible coordination with the interests of the labs were explored during that meeting.

Graduate Student Report: UCPB graduate student representative Jazz Kiang reported that he intends to request a headcount of student employees pre- and post-pandemic from UC Path, to show the impact of the COVID-19 crisis on student employment.

### **III. Self-Supporting Graduate Professional Degree (SSGPDP) Proposal Review**

#### UC Los Angeles Proposed Master of Quantum Science and Technology (MQST)

UCPB reviewed a report from lead reviewer Professor Bruno Nachtergale on UC Los Angeles' proposed Master of Quantum Science and Technology, a one-year degree in the rapidly growing area of Quantum Information Science. There are currently no similar programs in California, and only two in the nation (at the University of Chicago and the University of Wisconsin-Madison) that share some characteristics. The lab infrastructure needed for the MQST will also serve undergraduate students. The program expects technology companies, some of which provided letters in support of the program, to pay the tuition for students interested in adding these skills. There is one main concern: if the program does not achieve its projected enrollments, it will not be self-supporting, and termination of new programs is difficult.

- UCPB viewed the MQST as an academic program that makes better sense as a state-supported program. The costs of the equipment for the undergraduate physics lab appears to be the driver for the self-supporting version of this program. UCPB suggested continuing their study of a systemwide process for the evaluation and possible termination of SSGPDPs.

**ACTION: UCPB voted to approve the proposed program.**

### **IV. Budget Consultation with UCOP**

- *Nathan Brostrom, Executive Vice President and Chief Financial Officer*
- *David Alcocer, Associate Vice President, Budget Analysis & Planning*
- *Kieran Flaherty, Associate Vice President, State Governmental Relations*
- *Seija Virtanen, Associate Director, State Budget Relations*

The Governor will release his state budget proposal next week. The state Senate and Assembly have asked that all members attend budget hearings in person, but over a shorter than usual period. The constricted schedule will limit UC's ability to interact with legislators. President Drake plans to address the legislature formally in February. The President and State Governmental Relations staff have been emphasizing to legislators the University's smooth pivot to remote instruction during the crisis, a message that has been well-received.

The University received more applications compared to last year; however, most campuses are already at capacity, and more applications will not translate to more admissions. Chair Gauvain noted the Legislature's desire for the University to accept more students despite capacity limits. Director Virtanen noted that legislators assume that limiting nonresident enrollment will create room for more California residents; however, in the absence of additional state funding, nonresident tuition allows UC to fund more California resident enrollments than it otherwise could.

- UCPB members noted that the State’s projection of higher than expected revenues this year does not make up for an expected multi-year loss of \$53 billion due to the pandemic. While the University would like past cuts to its permanent budget restored, the Governor appears to be presenting an austerity budget.
- Committee members asked about the status of the University’s Short Term Investment Pool (STIP) reserves. CFO Brostrom indicated that his office is developing a white paper that explains the STIP and the Total Return Investment Pool, which will help in these discussions.

## V. Consultation with Senate Leadership

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

Health Care Task Force: The Academic Senate is seeking Senate representation on the Human Resources Transformation Project Committee. Articulating the Senate’s vision for UC Health and shaping health care benefits are areas which would benefit the Senate.

Feasibility Study Working Group: The working group sent President Drake its report and recommendations concerning next steps for a possible admissions test/assessment to replace the SAT by the 2025 admissions cycle. The President will convey his views to the Regents, who will discuss the issue at their January meeting.

Climate Change Initiatives: At the last meeting of UC’s Global Climate Leadership Council, proponents of UC San Diego’s “Green New Deal” asked the University to invest in planning to electrify the campuses, change UC’s focus from carbon neutrality to fossil free, and provide consistent data on fossil fuel emissions from each campus.

- UCPB members noted that the opportunity to rethink and restructure operations in UC Human Resources, especially the Retirement Administration Service Center (RASC) is promising. Since two Senate task forces’ work focuses on HR and benefits, Senate representation on the task force is supported by UCPB.
- Committee members noted the importance of communicating the true costs of continued cuts across the UCs. Chair Malloy suggested that UCPB author another in-depth report in the tradition of the “Cuts Report” and “Choices Report.” He said it is imperative for the Senate to link budget cuts to UC quality and future students’ potential impact as citizens. It is important for the Legislature to hear and understand this message. Some legislators see online teaching as the solution, but it is important to describe not only what faculty accomplished in three weeks at the beginning of the pandemic, but also what faculty could not do and what the students are not getting through online learning.

Members noted that the University should emphasize that the state funded the University at a higher level when it had many fewer minority and underrepresented students and that budget cuts are a blow against inclusion and access. The Legislature

expresses concern about inclusion and diversity; however, they should be challenged to provide the same level of support to a much more diverse student body.

## **VI. Campus Updates**

UC Davis has proposed tiered salary reductions to address the campus budget shortfall. Faculty are concerned that a tiered plan will produce unforeseen consequences in which lower-paid employees at the top of their tiers may receive larger cuts than better-paid employees, so that a bracket plan might be more progressive. A decision by the campus Chancellor is required for salary reductions.

At UCLA, the hospital is delaying elective procedures in order to handle the surge of COVID-19 cases. Staffing levels are impacted by high community spread. The social science professors published an open letter expressing dissatisfaction with the new campus budget model. There has been pushback on campus against the hub-and-spoke plan to centralize services, especially IT. Applications to UCLA are up 20%, however, the campus is at capacity and is unable to enroll more students.

The Irvine Senate budget committee is only advisory to the Provost and Chancellor and does not participate directly in budgets to the academic units. It does have representation by its chair on the administrative committee that sets budget policy. There is growing concern about the campus's reliance on east Asia as the source of non-resident tuition, so there is an effort underway to attract non-residents from a more diverse set of countries including the US. The campus is also reconsidering the scale of a planned student services building, in light of budget cuts. Students have provided positive feedback regarding virtual contact with faculty and staff. The campus has implemented curtailment for some staff, but not faculty.

UC Merced will not use curtailment to save money, but budget models suggest that ongoing shortfalls are inescapable. UCM received fewer applications than expected, and faculty were reminded that high school seniors who enter Merced in fall 2021 will have been without in-person instruction for a year and a half. Faculty are already concerned about student readiness; currently, only 20% of entering freshmen are prepared for entry-level chemistry.

UC Riverside asked deans to cut 10-11% from their budgets, and non-academic units to cut 13-20%. The campus is beginning a conversation about possible curtailment. It depends on tuition dollars, so flat tuition has contributed to a structural deficit. The campus may be forced to cut athletics programs, as they are funded through core funds.

At San Diego, the Return to Campus program has been a success when measured by COVID-19 infections acquired on campus, however, current San Diego County health orders prevent in-person teaching, and the program has cost \$30m. Enrollment of domestic undergraduates is at historically high levels; non-resident enrollment has remained steady; while masters level enrollments, primarily in Business Administration, have shown the greatest drop.

UCSF is uniformly focused on COVID. A well-orchestrated vaccination program that started at the Parnassus campus has expanded to Mission Bay. A Memorandum of Understanding (MOU)

was signed last week for a revitalization project for the Parnassus campus, which houses of the Schools of Nursing and Dentistry. Application numbers increased from 8,000 to 10,000 this year, and more diverse candidates are being accepted. Another bright spot is the preservation of ten New Deal-era murals that are being moved from a building slated for replacement.

The UC Santa Barbara budget committee is large and is voting via email, which is slowing decisions. There remains a lack of clarity about the campus budget, with only the most immediate shortfall being communicated.

All divisions or departments at UC Santa Cruz have submitted target budgets to address the \$20m shortfall through one-time cuts. The campus has a redeployment plan for any laid-off staff, and although employees who choose not to redeploy will be eligible for future layoffs, few have been redeployed. The budget committee met with alumni and decided to work to increase faculty efforts in lobbying to advocate for a strengthened compact between the State and higher education.

## **VII. Consultation with UC Health**

- *Carrie Byington, Executive Vice President, UC Health*

### Coronavirus Update

Executive Vice President of UC Health Dr. Byington reported that COVID-19 case numbers are at their highest ever statewide, and this third surge in infections is the worst the state has seen so far. UC Health may need to implement Crisis Standards of Care if demand for services outstrips available supply. Dr. Byington emphasized that UC Health staff experience a high level of exhaustion, and community spread of COVID-19 has reduced available medical personnel.

UC Health Centers are stretching their resources to meet the demand. UC Irvine has opened a field hospital to accommodate COVID-19 patients. Alternative Intensive Care Units (ICUs) have been fashioned from regular hospital rooms and post-operative rooms, and caps on ICU admissions are in place in Southern California. The Health Centers are also confronting an oxygen shortage.

Dr. Byington noted that UC Health has been following the Centers for Disease Control (CDC) guidelines for vaccinations. She said UC Health's distribution of vaccines has been exemplary, as all doses provided have been administered and all workers in the first tier of eligibility are expected to be vaccinated by the end of next week. State vaccine distribution remains problematic, however, with approximately 2/3 of the state's vaccines remaining in storage. To achieve a beginning level of immunity, 50% of the state's population, approximately 20m people, will need to be vaccinated. The more-infectious strain of the virus, however, means that greater spread of the virus will require that approximately 30m people will need to be inoculated to begin the approach to herd immunity. UC sites are currently vaccinating approximately 1,000 people per day.

### Roles of Kaiser and UC Health in UC Insurance Offerings

Dr. Byington said she comes from a system in which all employees were insured within the institution's health system, and to her, the current approach with multiple providers at UC is unusual. In many ways, UC Health and Kaiser have a good relationship. Dr. Byington does not see this as a "UC Health" issue, but a "UC system" issue. The University needs a strategy systemwide to address insurance needs, and the system needs accurate data in order to make the best decisions.

#### Expansion of UC Health

Dr. Byington said UC Health's primary goal is to improve the health of all Californians. She said when she arrived at the University, she assumed that the UC Health Centers were a platform to work toward full system coverage, but was surprised to discover that the UC Health infrastructure was concentrated in just five cities. Underserved UC campuses also expressed their desire for access to UC Health. Improving healthcare for all Californians will require UC Health to expand its reach, including to underserved areas. There are various strategies, including virtual healthcare. She said she hopes to extend UC-branded health care in the Merced area first, and eventually build a medical school at UC Merced. Another goal is the expansion of mental health services to students, staff, and faculty.

#### Working Group on Comprehensive Access Check-in

The report of the Working Group on Comprehensive Access went to prior President Napolitano last year. President Drake will also respond to the report, and it will go next to the Regents, and will be shared with the Senate after that. Because almost a year has passed, the report may need updating.

### **VIII. Systemwide Senate Review Items**

#### 1. Proposed Revisions to the Leave-Related Policies of the 700 Series of the APM

In December UCR Professor Kinney volunteered to review proposed changes to APM 700, which include extending family leave, expanding family care benefits, substituting gender-neutral language, and removing age limits for bonding for adopted children, among other changes. She noted that while all the changes seem positive, there has been no examination of their financial consequences. She suggested that UCPB comment in a memo about the lack of information regarding planning and budget implications.

- UCPB members noted their full support for efforts to expand the inclusivity of UC's family leave policies through changes to the APM 700 series. They also noted that there had been no systemwide study of potential budgetary and planning impacts, which is perhaps understandable given the complexities involved at the campus level. UCPB will suggest that when the changes are approved and communicated to campuses, the Provost should encourage local budget and planning studies to help prepare units to factor impacts into their academic and staff planning.

**Action: UCPB will write a memo outlining UCPB's concerns regarding budget and planning impacts of changes to APM-700.**

2. Innovative Learning Technology Initiative (ILTI) Review and Update

**Action: The committee elected to delay discussion of the ILTI Review to the February meeting.**

3. Presidential Policy on UC Research Data and Tangible Research Materials

Action: Professor LiWang volunteered to review Presidential Policy on UC Research Data and Tangible Research Materials for the next UCPB meeting.

[Proposed Revisions to Presidential Policy, Business and Finance Bulletin, IS-12: IT Recovery PDF](#)

(Comments due February 17, 2021)

Chair Malloy noted that the proposed policy provides a list of actions for units to take to minimize cyber risk to data, but also provides partial compliance actions to mitigate possible budget impacts. UCPB declined to review the policy.

[Academic Planning Council Faculty Salary Scales Task Force Report and Recommendations PDF](#) (Comments due February 17, 2021)

**Action: The committee elected to delay discussion of the Faculty Scales Task Force Report to the February meeting.**

[Presidential Policy on UC Research Data and Tangible Research Materials PDF](#) (Comments due March 23, 2021)

**Professor LiWang will review the proposed Presidential Policy on UC Research Data and Tangible Research Materials**

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Meeting adjourned at 3:30 pm

Minutes Prepared by Stefani Leto, Principal Committee Analyst

Attest: Sean Malloy, UCPB Chair