

**Minutes of Videoconference Meeting****November 1, 2022**

Present: Don Senear (Chair, Irvine); Marc Steurer (Vice Chair, San Francisco); Max Auffhammer (Berkeley); Heather Rose (Davis); Alyssa Brewer (Irvine); Andrew Leuchter (Los Angeles); Kevin Mitchell (Merced); Peter Atkinson (Riverside); Michael Provence (San Diego); Jill Hollenbach (San Francisco); Jim Rawlings (Santa Barbara); Dard Neuman (Santa Cruz); David Brownstone (TFIR); Susan Cochran (Chair, Academic Council); James Steintrager (Vice Chair, Academic Council); Nathan Brostrom (EVP-CFO); David Alcocer (AVP – Budget Analysis and Planning); (Stefani Leto (Analyst).

**I. Consent Calendar**

- Approval of UCPB November 1, 2022 agenda
- Approval of UCPB October 2, 2022 minutes

**Action:** UCPB approved the consent calendar

**II. Discussion of UCPB Hiring Report**

New members were reminded of the Hiring Report's three main points:

1. Faculty hiring has not kept pace with student enrollment growth;
2. There has been a large increase in academics and clinicians with “medical titles;”
3. Professional staff has increased at a greater rate than enrollment and almost twice the rate of faculty; senior administration has increased far faster than any other staff positions.

Next steps identified for UCPB are breaking out student- and faculty-facing staff numbers.

- Members asked for administrator data by campus to identify which increases are reflections of job reclassification and which are new positions.

**III. Consultation with Senate Leadership**

Council Chair Cochran and Vice Chair Steintrager informed UCPB about systemwide issues:

- The upcoming Regents retreat will address enrollment growth in consideration of the widely shared expectation that California high school graduates seeking four-year degrees will decrease sharply beginning in 2026. At the recent Health Services Committee meeting, the Regents heard from faculty about the effects of

ethical and religious directives in preventing certain medical care for women and LGBTQ patients that is considered necessary under professional standards of care and is protected under Regents' policy.

- Council approved the UCPB hiring report and sent it to the President. Council also discussed effects of dropping the SAT/ACT from admissions and faculty hiring vs enrollment with regents Laird and Perez.
- The Executive Budget Committee was concerned to hear that increased tuition money will likely be used to address union-mandated salary increases.
- TFIR has noted that some recent UC retirees are still not getting timely retirement checks. COO Nava has promised improvement in the Retirement Administration Service Center (RASC). There are currently 67 staff openings out of 137 positions.
- The UAW is negotiating contracts for four bargaining units of academic, post-doc and student employees, including an initial contract for graduate student researchers. A comprehensive strike is likely. Chair Cochran suggested that investigators begin expanding funding sources beyond federal granting agencies to increase their funding for graduate students.

#### **IV. Health Sciences Subcommittee Scope and Direction**

Last year, the subcommittee attempted to clarify funds flows between UC Health Medical Centers and Medical Schools. The information is non-uniform between departments and campuses. In addition, heightened sensitivities around this work have created an atmosphere in which true transparency is unlikely.

UCPB Vice Chair Steurer proposes to focus the subcommittee's work this year on the planning side of UC Health. Primarily, the subcommittee will investigate the partnership structures between academic medical training and a large health enterprise.

- Discussion encouraged investigation into governance structures and how decisions are made across the system.
- UCPB lauds the goals of expanded access to high-quality healthcare for all Californians, yet concerns about the right size for UC Health persist. In addition, expansion plans for UC Merced and UC Riverside were suggested as appropriate places to leverage anticipated growth of UC Health to directly fund medical schools there.

#### **V. Budget Consultation with UCOP**

CFO Brostrom and AVP Alcocer met with UCPB and noted that the proposed UC budget will be revealed at the November Regents meeting. They shared concerns that the legislature-mandated transfer ratio will be unattainable due to lower community college enrollment. The funding compact with the governor rests on meeting growth targets, yet the system is experiencing challenges with retention and other pandemic-caused challenges. They expressed hope that the legislature would understand the wider forces at work on the University and allow additional time to meet enrollment goals. Freshman

application rates have climbed, due to factors such as the elimination of standardized test requirements, a post-pandemic “bounce” in numbers after a smaller number of students pursued higher education. Despite a demographic dip in California high school students, the UC continues to receive higher-than-normal numbers of applicants.

Mandatory cost increases for both faculty merit and contract agreements and policy-covered staff must be addressed by the 5% compact increase in base funding and cohort tuition increase. There will be a large request for capital funds in this year’s budget. State revenues are predicted to decline but a large rainy-day fund reserve should mitigate a downturn.

Staff vacancy rates are high, and compact funding will not keep up with faculty salaries. CFO Brostrom indicated that the University plans to demonstrate to the Regents that the University faces a structural deficit. EVP Alcocer noted that faculty salaries over time have shrunk the gap versus our comp eight universities, and expressed hope that sustained effort would continue that history.

- CFO Brostrom agreed, in response to a question, that paying for construction of student housing depends on increasing student growth. However, most UC campuses have deep waiting lists of students wanting housing, and currently, UC only houses 40 percent of students. Servicing debt for non-revenue generating capital outlays, such as seismic retrofitting, will likely prove more challenging.
- Discussion noted that faculty salaries remain above comparable public institutions but lag behind private ones.
- Adequately funding graduate students remains challenging based on the legislature’s focus on undergraduate education to the exclusion of graduate students, especially in light of the changing labor landscape.
- Committee members expressed concern that COVID-related learning losses among students coupled with greater admission numbers, would lead to students with much less preparation admitted in greater numbers.
- Rebenching will be addressed after the November Regents’ meeting; EVP Alcocer indicated that that discussion includes assessing set-asides and providing campuses with sufficient notice to adjust to funding changes.

## **VI. Campus Updates**

UC Merced will disburse climate funds received for competitive research grants, largely to three new research centers. The rapid pace of funding decisions is straining opportunity for Senate oversight and input. In discussion, UCR and UCSC reported similar disbursement issues.

UC San Diego continues to experience negative impacts from the Oracle financial software implementation. The representative opined that other campuses should insist that Oracle engineers must be familiar with current campus systems and run old and new systems simultaneously to prevent the same kinds of problems. A 30-80% graduate student rent increase, proposed without faculty consultation, was rescinded. The

chancellor plans a large capital campaign for construction of housing and perhaps satellite facilities.

UC San Francisco has large fraction of faculty members on soft money, subject to 95 percent of NIH salary cap. Funding of any remaining salary component is inconsistent, raising potential equity issues. The campus is concerned about upcoming bargaining unit negotiations particularly with GSR's who are largely funded by NIH grants. NIH training grants have not been raised to address increased costs for many years.

At UC Santa Barbara, the CPB advises the Vice Chancellor on faculty and LSOE hiring. There is currently a lack of strategic planning at the Deans' level. A new plan involves the Deans receiving numbers from the EVC and then discussing hiring plans with CPB. The campus would like to increase summer session revenue. It is analyzing summer session activity by course and enrollment, to determine if staffing levels are appropriate and to assess the financial return to the campus.

UC Santa Cruz continues to feel negative impacts of an acute housing shortage for faculty, staff, and students. There is also a shortage of lab space for STEM faculty. The campus has a plan to hire 100 new faculty members to lower the faculty student ratio.

## **VII. Self-Supporting Master's Degrees and Program Proposals**

### **1. UC Irvine School of Population and Public Health Pre-Proposal**

Lead reviewer Mitchell reviewed the proposal to transition the program in public health, comprising four departments, to a school. In many ways the departments appear to be functioning as a school now. The proposal budget anticipates a substantial increase in PDST associated with large growth in the Masters in Public Health program. The school also enjoys generous campus support. Together these are sufficient to cover the considerable cost for planned aggressive faculty growth. A minor concern is an anticipated growth in indirect cost recovery that substantially outpaces faculty growth. This version of the proposal incorporates many changes from a robust campus review of a previous version, which UCPB did not review. The divisional review indicates that the campus faculty believes this version's changes to governance have greatly improved the plan. A final proposal may be put forth as soon as May, 2022.

**Action: UCPB approved the preproposal, noting concerns about the projected indirect cost rates growth.**

### **2. UC Los Angeles Master of Legal Studies**

This proposal was presented by Professor Brewer, who noted that UC Irvine has a similar program. The proposed program would change the existing in-person instruction modality to a hybrid model. Demand for this program is high, and the employment outlook is positive. The program has a one-year full-time option, and a more flexible two-to four-year part time option. The program carefully assigns funds for the use of state-supported spaces, the need for which would likely diminish as the remote/hybrid portion

of the degree expands. Return to aid is projected to stabilize at 28 percent, and likely students are older established professionals. No outstanding concerns for this program were expressed, although UCPB noted that third year program review should evaluate the effectiveness of the hybrid model, and to assess whether hybrid/remote and in-person classes are equivalent.

**Action: UCPB approved the proposal.**

### **3. UC Berkeley Master of Advanced Study in Engineering**

The proposed degree program provides advanced training for working engineers to remain current regarding technological developments. The proposal, presented by Professor Rawlins, is difficult to follow. Many changes, mandated by previous rounds of campus review, were not incorporated into the final proposal text, thus requiring reference to the campus review letters to interpret conflicts between proposal text and budget spreadsheets. Despite this, UCPB found the program attractive and financially sound. It will receive startup funds from the Online Course Manager, Coursera, which will then receive 40 percent of ongoing revenue. Faculty will be paid as consultants to develop courses, and then paid to refresh courses in order to keep pace with technological changes. To the degree that this is a new pool of students, professionals not otherwise open to graduate study, there should not be any impact on state-supported programs. Courses are presented as asynchronous recordings, while faculty hold synchronous office hours. Return to aid is set at fifteen percent. UCPB noted that the program might find either one-unit stand-alone courses or smaller certificate programs would fill additional needs for the projected student pool.

**Action: UCPB approved the proposal.**

### **4. UC Los Angeles Master of Data Science in Health**

UCPB discussed this proposal, presented by Professor Provence. UCPB approved a very similar big data program in the UCLA medical school last year. It expressed serious concerns that the proposal did not present analysis that the two programs could both flourish, nor even acknowledge the earlier program. There is a great demand for this kind of training, and the proposed hybrid delivery model makes the program accessible to working students. Ten percent return-to-aid would be allocated on the basis of financial need. Similar data programs have been over-subscribed, with a high proportion of female students, but low URM enrollment. UCPB would like to know how URM recruitment will be enhanced. The use of campus facilities is not accounted as a direct cost and may not be fully compensated by a very modest campus tax noted in the proposal. Anticipated profit is sufficient to fully compensate for use of campus resources and to increase aid should that prove necessary to boost diversity.

**Action: UCPB approved the proposal, while noting concerns regarding similar proposals on the same campus.**

## **VIII. Discussion of Building 2030 Capacity Report**

Chair Senear introduced the Building 2030 Capacity Report by noting that the University has previously received marginal funding for undergraduate education – even though that amount, paid per student by the legislature, does not match true costs. The current five year compact between the University and the governor includes funding for previously unfunded enrollment, as well as additional funding for more students. This additional funding, however, will perpetuate the gap between funded and actual costs to educate undergraduates. In addition, most UC undergraduate campuses are below AAU graduate student percentages, with decreased ratios of graduate to undergraduate students.

Proposed methods of increasing enrollment in the reports include increased online courses, greater use of summer sessions, potential satellite campuses, and strategic alliances. All of these methods are independent of increased faculty to support greater numbers of students.

UCPB members expressed alarm at increasing degradation of the quality of education at the UC. The recently approved UCPB Hiring Report demonstrates that fewer students at the University are taught by ladder-rank faculty, and fewer graduate students support the research enterprise; these facts have costs not only in dollar amounts, but in student experience. Rebenching will likely include diminishing set-asides, with those captured funds moved to enrollment-based funding and increasing pressure on campuses to admit ever more undergraduate students.

- A suggestion to create a one-page summary of the true costs of expanding undergraduate numbers to share widely with the Provost and other administrators was well-received by UCPB.
- The committee plans to consult with Institutional Research and Academic Planning personnel at the next meeting.

## **IX. Systemwide Senate Review Items for Optional Comment**

1. Proposed Amendment to Senate Regulation 630 - Clarifies the residency prerequisite for an undergraduate Bachelor's degree

Discussion of this proposed amendment included discussion of fully-online degrees. Committee members noted that UC comparator institutions do not offer fully online degrees as components of their main academic program. For those affiliated with an online degree offering, supervisory structures differ between the online degree and that offered on campus. Currently, UC residency requirements, written before the existence of widespread remote course offerings and majors, would allow a transfer student to obtain a degree taking only remote courses and without attending any in-person instruction or physical residence on a campus. The proposal clarifies that all undergraduates complete six units of in-person courses (at least fifty percent face-to-face instruction) in a quarter or semester to qualify for residence counting towards the one

year residency requirement. UCPB agrees that this requirement upholds UC quality for degrees.

**Action: UCPB confirmed its support of the proposed amendment and will send a letter communicating such to Council.**

Prepared by Stefani Leto, Analyst  
Attest, Donald Senear, Chair  
The meeting ended at 4:12 p.m.