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*Chair of the Assembly and the Academic Council  
Faculty Representative to the Board of Regents  
University of California  
1111 Franklin Street, 12th Floor  
Oakland, California 94607-5200*

March 11, 2009

**PRESIDENT MARK G. YUDOF  
UNIVERSITY OF CALIFORNIA**

**Re: Effects of Academic Affairs Restructuring on the Academic Senate**

Dear Mark:

I am writing on behalf of the Academic Council to convey our concern about the effect that restructuring of Academic Affairs is having on the Academic Senate's ability to provide faculty insight and input, and to participate meaningfully in the University's unique system of shared governance. While we recognize the need for restructuring and we hope that the final structure will prove more efficient and effective, we are suffering from the lack of sufficient analytic and policy support. The Senate relies on the institutional memory and analytical strength of key UCOP staff to support its analyses and recommendations. Council's increasing concern arises from the departure or reassignment of long-time colleagues, as well as from the move of unique analytical functions in specific subject areas to centralized units.

The Senate's small staff of analysts provides important support to systemwide committees, but we possess neither the specialized statistical knowledge nor access to specialized data that is characteristic of senior UCOP staff. As a result, the Senate's committees turn to consultants at UCOP for: 1) subject-area expertise; 2) institutional memory and knowledge of policy history; 3) access to high-level administrators; and 4) data access and manipulation. Over the past year, we have experienced devastating losses of knowledge and history on several issues through the loss of experienced UCOP staff. As the reorganization process moves forward, our Senate committees share rising concerns in three major areas.

- Complex data needs requiring deep subject-area knowledge will be handled with standard data reporting and manipulation techniques due to the loss of staff and aggregation of data analysis functions. Thus, for example, the expert analysis that can inform the questions asked may be wholly or partially replaced by do-it-yourself access to data warehouses.
- The structure of the new Institutional Research Unit may prevent committee data requests from receiving priority attention when committee deliberations require it. Thankfully, this has not been the case with requests generated by BOARS in relation to the eligibility reform proposal.

- Finally, some committees have mutually beneficial, long-standing relationships with their consultants. These relations make it possible for the administration to present confidential draft proposals and receive informal feedback in ways that enable committees to assist in the development of proposals from the faculty perspective early on. In addition, the administration can provide courtesy updates on issues within their purview. Council fears that the loss or reassignment of such consultants will jeopardize these productive relationships. I have enclosed letters from two systemwide committees—BOARS and UCAP—that offer specific examples of how restructuring has already affected their ability to carry out their mission.

The Academic Council recognizes that much of the restructuring that has taken place to date was necessary and constructive. However, the business of Academic Affairs is central to the Senate's enterprise. Without a fully functioning analytic staff at UCOP, the Senate cannot effectively perform its charge. As the University moves forward with the restructuring plan, we urge you to make strenuous efforts to retain expert personnel and structure their roles in ways that will not weaken UCOP's analytic capacity. We also respectfully request that you communicate to The Regents that further cuts may impinge on shared governance, which is a hallmark of the excellence of the University of California.

Please do not hesitate to contact me if you have any questions regarding this issue. We greatly appreciate the thoughtfulness of the current restructuring processes, and we hope that the end result is significantly improved analytic, policy, and writing capabilities in support of the Senate and the University.

Sincerely,



Mary Croughan, Chair  
Academic Council

Copy: Interim Provost Pitts  
Academic Council  
Martha Winnacker, Senate Director  
Institutional Research Director Dettman



**BOARD OF ADMISSIONS AND RELATIONS WITH SCHOOLS (BOARS)**

**Sylvia Hurtado, Chair**  
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December 10, 2008

MARY CROUGHAN, CHAIR  
ACADEMIC COUNCIL

**Re: Pending Reorganization of Academic and Student Affairs**

Dear Mary,

It has come to the attention of BOARS that a major reorganization of the Departments of Academic and Student Affairs at the Office of the President is underway, and while much of this work is still in the planning phase, we are concerned that BOARS, in the end, may lose some of the expertise that has helped the Committee successfully explore policy alternatives and solutions in key areas of admissions.

BOARS has had the good fortune to work with an extremely dedicated and talented staff at UCOP over the years, and in such an uncertain environment, it is no surprise that some of the most talented will seek job security elsewhere. Most recently, Special Assistant William Kidder has taken a job at UC Riverside, and Associate Director of Admissions Samuel Agronow has accepted a position in the newly constituted Institutional Research unit at UCOP. We understand that other key administrators close to BOARS have been asked to reapply for their jobs.

First, we are concerned that the new IR unit is not well resourced and the broad data-reporting functions consolidated in the new unit will be spread thin among a staff that ultimately may be too burdened to meet additional requests from BOARS and others for sophisticated analysis. We note that the work of BOARS is not optional and needs to be appropriately supported. We urge UCOP to preserve analytical capability specifically for the Office of Admissions so that BOARS can retain services for advanced analytical work, and that when possible, the most talented admissions experts remain dedicated to this area of work if reporting arrangements change.

What may not be understood in some quarters is that academia has entered an era of “evidenced-based” practice and advanced technology and techniques, and the ongoing debates in higher education are now replete with more advanced methods of data analysis for policy work. That is, knowledge management requires not only attention to data quality and systems, but also expertise in policy analysis to offer alternative solutions. For example, the simulation studies produced for the eligibility reform effort under Sam Agronow’s leadership are state-of-the-art work, requiring expertise and knowledge about many different types of national data bases in addition to data

within the holdings at UCOP. His rigorous analyses of data have allowed us to make better decisions, and have required more than simple cross-tabulations or bivariate analyses to counter alternative explanations. It has required the use of more advanced techniques such as the recursive data partitioning models that allow multi-group comparisons on admissions outcomes. Very few individuals have this level of expertise. In addition, he is involved in the development of “machine readable” indicators that can be centrally developed to aid the comprehensive review processes on all campuses, particularly those that lack sophisticated data technicians to advance review processes.

Sam and others in the Office of Admissions have offered BOARS insight into alternatives that we may not have considered and have helped BOARS develop fully informed and original responses to the challenges facing us in the areas of eligibility, equity, and access. Preserving this level of expertise becomes even more important as BOARS evaluates the need for further eligibility reforms, examines how policy best meets the goals mandated by the Regents to seek and enroll the most deserving students from broad sectors of the diverse communities that make up California, and undertakes the shared review project. These analyses are fundamental to our ability to contribute to the task of full accountability that UC is invested in.

BOARS, the Senate and the University all risk diminishing our capacity to effectively serve the people of California if we lose this level of expertise, knowledge, and attention to critical issues we have come to depend on from UCOP.

BOARS respects the reality of the budget context in which the University of California operates at present, but we request that careful attention be directed to the staff resources needed to implement the responsibilities of BOARS and the Senate in the area of admissions.

We request that you forward this letter to the committee in charge of reorganization and appropriate unit heads in Institutional Research and Student Affairs.

Sincerely,

A handwritten signature in cursive script, reading "Sylvia Hurtado".

Sylvia Hurtado  
BOARS Chair

cc: BOARS  
Martha Winnacker, Senate Executive Director



UNIVERSITY COMMITTEE ON ACADEMIC PERSONNEL (UCAP)  
Steven Plaxe, Chair  
splaxe@ucsd.edu

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January 9, 2009

MARY CROUGHAN, CHAIR  
ACADEMIC COUNCIL

**Re: Importance of UCOP Consultants**

Dear Mary,

The Committee on Academic Personnel provides the Senate with thoughtful reviews and opinions on issues of substantial importance as the faculty and administration, together, work to maintain the academic excellence of our University. Fulfillment of UC's mission to educate Californians and provide the State with a highly skilled workforce depends on recruitment and retention of top faculty. It is with the University's mission, and vision, in mind that I write to you this morning to express our committee's concern that some of the restructuring at the President's Office might compromise our ability to provide timely, insightful input.

A partial list of matters on which UCAP has commented, during the past few years, includes: faculty salary scales, proportion of "disengaged" faculty, rates of academic advancement on different UC campuses, faculty compensation compared to the "comparison eight" institutions and the Health Sciences Faculty Compensation Plan (APM-670.) Insightful, and in depth, data analyses and access to "institutional memory", often complementing information which is recorded in minutes, or other archival documents, are critically important to our committee's ability to function efficiently and effectively.

The tenure of a UCAP member typically is one or two years, therefore, the committee is unable to provide its own historical perspective on important matters which may span years, or even decades. We rely on experienced consultants to provide history, perspective and thoughtful observations to aid our deliberations. Certain issues call for detailed data analyses and mathematical modeling. We rely on consultants for this function, as well. These analyses and models are crucial to informed, logical, data driven, and justifiable, recommendations. We already have lost access to Jill Slocum and Sheila O'Rourke. Both were senior staff who regularly attended our meetings and provided valuable information. We have been fortunate, thus far, to have retained Jim Litrownik; however, we are concerned that, through restructuring at the Office of the President, he, too, may be lost. This month, Jim is working on analyses in support of UCAP's comments

regarding President Yudof's Accountability Framework. The information which Jim develops will enable us to give our best advice, in a timely fashion.

UCAP is worried that overly aggressive downsizing, and redeployment of expert resources, may compromise our function as a component of the practice of shared governance that distinguishes, and enhances, UC among its peers in higher education.

Our committee will be grateful for any help you can provide us in an effort to retain expert consultative, and analytic, personnel in support of our role in the successful pursuit of the mission of the University.

Sincerely,

A handwritten signature in cursive script, appearing to read "Steven Plaxe".

Steven Plaxe, Chair  
UCAP