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*Chair of the Assembly of the Academic Senate
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June 6, 2018

MICHAEL T. BROWN
PROVOST AND EXECUTIVE VICE PRESIDENT
UNIVERSITY OF CALIFORNIA

Re: UC Education Abroad Program Governance Structure

Dear Michael:

At its May 30, 2018 meeting, the Academic Council unanimously endorsed the attached recommendation from a Council subcommittee concerning the future governance structure of the UC Education Abroad Program (UCEAP).

As you know, President Napolitano announced her decision to implement a Huron Report recommendation to relocate UCEAP and its budget to UCSB, effective July 1, 2018. A UCIE, UCPB, and UCEP subcommittee discussed the draft Charter and MOU for UCEAP's operation by UCSB provided by your office to the Senate. The subcommittee focused on the changes proposed to UCEAP's governance structure, including replacing the existing "Governing Committee" that reports to the UC Provost, with an "Advisory Committee" that advises the UC Provost and the UCSB Chancellor.

Council shares the subcommittee's concerns that the proposed organizational structure of the new Advisory Committee diminishes Senate representation. It endorses the subcommittee's alternative recommendation for seven Senate representatives: two UCIE members, one UCEP member, one UCPB member, and three at-large members with UCEAP experience, as well as an administrative representative from each of the ten campuses. This alternative structure will ensure broader and more inclusive faculty and campus participation grounded in international education expertise; it also recognizes that UCEAP is an academic program, not simply an administrative unit that hosts an academic program. We also endorse the subcommittee's recommendation for a review of the Advisory Committee composition in two years to assess its effectiveness.

I reiterate Council's prior position in its *Principles for interpretation of the Huron Report* letter of March 19, 2018 (<https://senate.universityofcalifornia.edu/files/reports/SNW-JN-Huron-Response-Principles.pdf>), that "UCOP's functionality not be harmed," and that "UCOP is uniquely positioned for the efficient cost-effective provision of central leadership, services and programs, to provide concentrated knowledge and expertise, to look after the common good, and to be a neutral honest broker among the 10 divisions. Changes should not be made for the sake of change; changes should

only be made to enhance the function of the University of California.” No enhancement of UCEAP function has been posited to justify moving it to being managed by a single campus.

Thank you for taking the time to meet with UCIE, UCPB, and UECP on this topic, and for your attention and commitment to shared governance.

Sincerely,

A handwritten signature in black ink, appearing to read "Shane N. White", enclosed within a hand-drawn oval.

Shane N. White, Chair
Academic Council

Encl

Cc: Academic Council
Senate Director Baxter
Senate Executive Directors



UNIVERSITY COMMITTEE ON EDUCATIONAL POLICY (UCEP)

Ed Caswell-Chen, Chair
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UNIVERSITY COMMITTEE ON PLANNING AND BUDGET (UCPB)

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May 22, 2018

**SHANE WHITE, CHAIR
ACADEMIC COUNCIL**

RE: UCIE-UCPB-UCEP Common Statement on proposed revisions to UCEAP

As the Chairs of Academic Senate Committees relevant to the UC Education Abroad Program (UCEAP), we write to make known concerns regarding proposed changes to UCEAP, and to make suggestions for modifications to what is proposed (with reference to Charter v5.3.2018 and MOU v5.3.2018).

Our first concern is that, because the UCEAP is at its core a systemwide academic program, in which students take classes that apply to campus-based academic programs, there needs to be systemwide involvement of senate faculty and administration for the continued success of the program. Given that there are economies of scale and other important benefits realized through the systemwide nature of UCEAP, the direct involvement of UCOP relative to program administration is essential and beneficial. Accordingly, we are not convinced that moving UCEAP administration and budget de facto out of UCOP to UCSB is the best possible strategy (while acknowledging that UCSB has been a tremendous administrative partner for the program since its inception). Moreover, this decision has moved toward implementation without transparency and without appropriate consultation with those directly affected throughout the UC System, effectively disregarding shared governance, the foundational principle of the University of California.

Our second concern is that the Academic Senate's role in oversight of UCEAP should not be diminished by possible reorganization. We note that changing from a "Governing Committee" that reports to the UC Provost, to an "Advisory Committee," which would advise the UC Provost and UCSB Chancellor, effectively re-orient (and possibly limits) faculty authority over this academic program while placing all responsibility for actionable items with the Provost and Chancellor. Moreover, the proposed change in membership (v5.3.2018 draft charter document) from the current UCEAP Governing Committee to the proposed UCEAP Advisory Committee markedly decreases Senate participation while increasing campus administrator participation. We argue that the continued success of the UCEAP as a systemwide academic program requires

continued balanced participation from across the campuses with adequate representation from the senate and administration.

The recently proposed Advisory Committee composition (Charter v5.3.2018) shifts the representation towards campus administrative members (Deans of Students) while reducing the membership of Senate faculty. While this is meant to give every campus equality in the Committee, its unintended consequence is to bias perception of UCEAP towards administrative as opposed to its charter-defined function as a systemwide academic unit.

We are encouraged by the President's stated intention (email of April 12, 2018) that the roles and responsibilities of the Academic Senate in UCEAP should be unchanged by any restructuring. With respect to the proposed new "advisory committee" (and reiterating our concern over the change from a "governing" to an "advisory" committee), we request that the following composition of 19 members be considered as an alternative to the draft (the v5.3.2018 Charter) to better meet the President's intention.

- (10) One representative from each of the ten UC campuses, ideally a campus administrator or faculty member with direct responsibility for education abroad programs, or their designee; two of these should be Senior International Officers from among the nine undergraduate UC campuses. These members will rotate every two years;
- (4) Two members from the Academic Senate serving as Chair and Vice Chair of the University Committee on International Education (UCIE), and two members serving one each on the University Committee on Planning and Budget (UCPB) and the University Committee on Educational Policy (UCEP);
- (3) Three At-Large Academic Senate faculty members (each from a different undergraduate campus) that have experience with UCEAP and UC Internationalization Programs;
- (1) One UCOP Academic Affairs appointee, being the Associate Vice Provost or other appointee as specified by the Provost; and,
- (1) One member from the Associated Students of UC (ASUC) who has participated in UCEAP programs.

The rationale for our suggested membership suggestions is the following:

- The administrative representative from each campus assures that all campuses are vested and participating in oversight of UCEAP—campus administrators appointed to the committee should be selected based on relevance to UCEAP. The Senior International Officers are essential for administrative involvement with efforts to internationalize the curriculum, especially in looking to the future for varied undergraduate and graduate student experiences;
- Academic Assembly participation is essential in overseeing an academic program. The Senate committees we mention, UCIE, UCPB, and UCEP, have representation from all campuses. UCIE is the systemwide senate committee that is dedicated to international education, so two UCIE members are appropriate, while members from UCPB and UCEP provide appropriate additional senate perspective on the programs;
- Further faculty participation is fundamental, and three at-large faculty members helps to further distribute campus participation, and brings EAP-experienced faculty involvement that is especially desirable given that each of the nine undergraduate campuses now offers their own quarter abroad and summer abroad programs independent of UCEAP;
- One UCOP participant is essential to provide oversight and input on possible economies of scale that can be realized for UCEAP at the systemwide level; and,
- The ASUC member provides invaluable student input from an experienced individual.

Moving UCEAP to being managed by a single campus would represent a major shift in how UC operates and organizes systemwide functions. Any governance structure will therefore inherently be an experiment. Thus, we recommend that the composition and responsibilities of the “Advisory Committee” be revisited in two years to evaluate how well it has worked to balance the concerns and perspectives of both Campus administrations and of the Academic Senate in overseeing and guiding the operation of UCEAP as a Systemwide asset.

Sincerely,

Ed Caswell-Chen
Chair, UCEP

Eduardo Macagno
Chair, UCIE

Joshua Schimel
Chair, UCPB

Cc: Provost Brown