



Robert C. May
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Chair of the Assembly of the Academic Senate
Faculty Representative to the Regents
University of California
1111 Franklin Street, 12th Floor
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October 10, 2018

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

Re: Proposed Consolidation of UC's Mexico Entities

Dear Michael,

Thank you for forwarding the *Current State Assessment Report for Systemwide Mexico Entities*, outlining UCOP's proposal to consolidate three systemwide programs related to educational and research activities with Mexico: 1) the UC MEXUS Multicampus Research Unit; 2) President Napolitano's UC-Mexico Initiative; and 3) Casa de California. As you know, the Senate agreed to review this proposal on an expedited timeline, and I asked Senate divisions and systemwide committees to make a recommendation to the Academic Council.

Five Academic Senate divisions (UCD, UCSB, UCSF, UCM and UCR) and five systemwide committees (CCGA, UCPB, UCEP, UCIE, and UCORP) submitted comments. These comments were discussed at Academic Council's October 3, 2018 meeting and are attached for your reference. Council urges you to pay particular attention to comments from UC Riverside, which articulate in greater detail a number of the points discussed below.

Council believes that the *Assessment Report* makes a strong case for the proposed consolidation, branding, and location of the merged entity. There was unanimous support for merging the three initiatives into a single, financially sustainable entity that maintains the UC MEXUS name and location at UC Riverside; that combines continued support for UC MEXUS' graduate training and research missions with the broad disciplinary scope of the UC-Mexico Initiative; and that fosters continued educational and cultural connections between the University of California and Mexico.

Council agrees with Senate reviewers that the UC-Mexico Initiative was intended to be temporary and now overlaps significantly with the UC MEXUS mission. Consolidation provides an opportunity to lower costs, reduce programmatic and administrative redundancies, and focus efforts on the most critical graduate training and research programs.

Council members expressed strong support for applying the UC MEXUS name to the merged entity, given the strong brand reputation of UC MEXUS in both Mexico and the US. In addition, it seems logical to maintain UC Riverside as the base for UC MEXUS, given its 37-year history there, UCR's existing infrastructure and commitment to the program, and the projected \$5.5 million cost of relocating the operation to UC San Diego, although members were unable to evaluate significance of this relocation cost relative to the potential cost of maintaining the program at UCR.

Council discussed the *Assessment Report* proposal to restructure the small grants program to decrease the number of small (\$1,500) grant awards but increase the award amounts. Council members did not support this aspect of the proposal. They noted that such grants often provide seed funding for pilot projects that later become larger proposals, and were concerned that reducing the number of small grants would limit collaborative research opportunities.

Reviewers also expressed concerns about the sustainability and function of the *Casa de California*, which currently funds itself primarily as a rental property and operates at a loss, and the potential administrative burden that *Casa* may represent to UC MEXUS. It seems prudent for UCOP to reimagine *Casa*'s mission so that it better aligns with the new entity, and perhaps to expand its scope and availability to a wider range of University constituencies.

Council also views the consolidation as an opportunity to enhance the systemwide character of the newly merged entity, and to expand its scope to incorporate a broader range of disciplines and research interests and themes from the UC-Mexico Initiative. The new entity should also have program integration across all UC campuses – particularly at the campuses designated as Hispanic Serving Institutions (HSIs). The governance structure of the consolidated entity should also have a systemwide character, with representation from the Senate, and broad representation from across the UC system and from Mexico. UCORP and UCM also recommend that UCOP play an active oversight role to help ensure the new entity serves the whole system.

In addition, while we support maintaining the UCR location, upgraded facilities and infrastructure will be needed in this consolidation process to help UCR continue to be an effective host. Council expressed concern that the recommendation to keep UC MEXUS at UCR does not signal endorsement of the status quo of funding for these operations. UCOP should ensure that UCR has funding and resources to facilitate and sustain the consolidation, above and beyond the bridge funding proposed to resolve the projected structural deficit.

Furthermore, Council understands that one of UCOP's key roles is the management of systemwide academic programs, but also recognizes that there are systemwide programs, like UC MEXUS, which are managed very effectively by campuses. Clearer guidance is needed about how such programs serve all campuses. Council hopes to work with you on principles for locating systemwide programs on campuses that define UCOP's commitments to the host campus, including UCOP's responsibility to backfill any funding shortfalls during lean budget times.

Council also recommends an accelerated review of the consolidated entity, in three years rather than the five years required in the compendium for MRUs, although we note that UC MEXUS was just reviewed in 2016-17, so is due for another five-year review in three years.

Finally, reviewers expressed concern about the compressed review timeline, which was scheduled somewhat inconveniently at the beginning of the academic year, and inhibited what could have been a broader and more meaningful review at the campus level.

Please do not hesitate to contact me if you have additional questions.

Sincerely,



Robert C. May, Chair
Academic Council

cc: Academic Council
Senate Directors

Statement on UC-MEXUS for UC Senate

2018-10-06

Dylan Rodríguez, UCR Division Chair

Exequiel Ezcurra, Director, UC Institute for Mexico and the United States (UC MEXUS)

Viviane Mahieux, Chair of UC MEXUS Advisory Committee

a. *What is needed for UC-MEXUS to thrive?*

UC MEXUS's core structure already functions very well. What it needs above all from UCOP is financial security and institutional stability in order to regain its strength. One important part of this stability would be for UC MEXUS to remain at UC Riverside, where it has campus presence and knowledgeable staff support. Such infrastructure takes years to build effectively. Due to budget cuts within UC, UC MEXUS has been forced to cut its publication/outreach program, cancel funding for binational symposia, and suspend a number of programs such as support for visiting professors and sabbaticals exchanges, as well as dissertation grants and opportunity grants. Because of restrictions in its funding, the program has also been forced to decline offers of new collaborative initiatives and joint funding. The UC MEXUS offices, the program's face and showcase from where the binational review committees operate, have not received any maintenance in more than 15 years and are in serious need of renovation.

With the change in administration in Mexico many opportunities arise, including the possibility of developing a serious program of graduate student exchange with all Mexican universities. This requires certainty and commitment from UCOP, and the UC MEXUS central offices must operate at full capacity. In order to thrive, UC MEXUS needs its funding restored to its original aim, expressed and committed in the 2005 MOU, as well as the unfailing support from the whole UC system. It is essential that the UCOP support the reinstatement of the following programs UC MEXUS has had to cut in the past years:

- Short-Term Research and Non-Degree Training Exchanges (up to 25 annually)
- Visiting Scholar Fellowships (up to 20 annually)
- Faculty Grants (up to 15 annually)
- Dissertation Awards (up to 25 annually).

The UC MEXUS Advisory Committee unanimously urges UCOP to provide UC MEXUS with the support it needs not only to honor its immediate commitments and sustain itself, but more importantly, to grow and develop new institutional partnerships. Only with this support can the UC system maintain its preeminence as a prime academic partner with Mexico and continue to set a national example of binational collaboration with one of the key economic partners of the US and California.

Addenda

b. *Current State of UC MEXUS*

In a Memorandum of Understanding signed in August 2005 by Lawrence Coleman, Vice Provost for Research, UCOP; Charles Louis, Vice Chancellor for Research, UCR; and Roberto Sánchez, UC MEXUS Director, the guidelines for administration of UC MEXUS as an MRU were established. Among them, it was agreed that UC MEXUS would annually receive financial support from UCOP in the amount of 4.3 million dollars (a current deflated value of ca. 5.2 million in 2018). That amount, however, was severely reduced during the 2008–2010 recession, and continued receiving further cuts in the years that followed, to its current UCOP annual budget of 3.3 million. Despite these cuts, UC MEXUS was requested to increase the number of students as part of the “Hundred Thousand Strong” international initiative, and to maintain the level of grant funding. UC MEXUS has been able to meet this challenge by making painful cuts in staff and programs, and by negotiating with CONACYT a significant increase in their financial contribution, but the long-term ability of the UC system to maintain a successful interaction with Mexico under these deteriorating conditions is severely limited. This growing limitation was noted by the UC Academic Senate in 2016 when, as part of UC MEXUS’ 15-year review, they wrote that “the most critical challenge facing UC MEXUS is creating long-term fiscal sustainability.” They also found UC MEXUS **“to be an exemplar of a successful and well-managed UC MRU”**, and recommended **“its continuation without stipulation or modification.”** In short, UC MEXUS has received glowing performance evaluations both from UC’s Academic Senate and from Mexico’s academic community, it has produced outstanding results in both number of graduate students and research publications produced, and it has been successful in obtaining a higher financial commitment from the Mexican Government. The declining support from UCOP remains the institution’s greatest challenge.

c. *Why Riverside?*

People throughout Mexico recognize UCR as the historic hub of UC-Mexico interactions, a trait derived from the sheer stature of the program’s founders: Tomás Rivera, Arturo Gómez-Pompa or Juan Vicente Palerm, three legendary intellectual giants. Academics in Mexico also know very well that UCR provides education for a large number of Mexican-American and Latino students, together with other minorities, and appreciate this commitment towards diversity that is distinctive and unique of Riverside. The program has such an outstanding image in Mexico that other universities, such as UofA, UTexas, or USC, are methodically trying to copy the UC MEXUS model build along four decades of dedicated work. Working from Riverside, UC MEXUS has had a strong presence not only in Mexico but also with the Hispanic/Latino communities in Southern California and along the border.

From: Academic Senate Chair <aschair@ucdavis.edu>

Sent: Tuesday, October 2, 2018 8:20 PM

Subject: Re: (Academic Council) Agenda for October 3, 2018

Dear Michael and Robert,

Executive council at UC Davis doesn't have their first meeting until 10/4. We posted the documents to the ASIS whiteboard and received only two comments in that short time window for consultation. Here they are verbatim:

- 1) The document is thorough and the conclusions logical. One area of comment/concern is the proposal to restructure the small grant program (opportunity grants). This was raised by faculty who have benefitted from this program in the past. It is proposed to decrease the number of small grants funded but increase the award amounts. These grants are often meant to be seed funding for pilot projects and to collect preliminary data that might be useful for larger proposals. There was concern that by decreasing the number funded that this objective might be missed. To decrease the number of "small grants" from around 50 to 5 might limit opportunities to initiate collaborative studies and inhibit exchange of students.
- 2) I already commented for CCGA, so here it is again. Residence should stay with Riverside. This is working well and there is no real incentive to move to San Diego and many costs involved. Brand: strong brand associated with Riverside, so don't ruin the brand and confuse people. By-laws: new ones needed when the units merge (which is a good idea) Financial: that needs to get fixed before the quality of the program is in trouble. Be proactive. Finances and liability seems like issues for administrators at UCOP and Riverside. Follow the recommendations of the outside report.

Best,
Kristin

Kristin H. Lagattuta, Ph.D.
Chair, Davis Division of the Academic Senate
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OCTOBER 1, 2018

ROBERT MAY, CHAIR, ACADEMIC COUNCIL

RE: CURRENT STATE ASSESSMENT REPORT FOR SYSTEMWIDE MEXICO ENTITIES

Dear Robert:

The *Current State Assessment Report for Systemwide Mexico Entities* was distributed for comment to standing committees and school executive committees of the Merced Division of the Academic Senate. Two committees, the Committee on Research (CoR) and the Executive Committee of the School of Social Sciences, Humanities, and Arts (SSHA EC), supported the recommendation to consolidate into a single structure the three UC-Mexico entities: UC MEXUS, UC-Mexico Initiative, and Casa de California. The remaining committees appreciated the opportunity to opine but declined to comment.

In their appended responses, CoR and the SSHA EC offered several comments for consideration. CoR advised that the budget for Casa de California be maintained separately, so as not to adversely affect the budgets of UC MEXUS and UC-Mexico Initiative. The SSHA EC supported increasing the award amount for small grants, concluding that a \$1,500 grant no longer generates a return sufficient to justify the time needed to apply for and manage it.

The SSHA EC also recommended that governance and authority over the programs be located at the system level, rather than shared between the system and a campus. It noted that the programs' services to the system could be compromised should the interests of a campus and the system come into conflict at some point in the future. It also highlighted that the governance structure must be transparent and have meaningful faculty participation, with faculty constituting a majority of the membership.

We thank you for the opportunity to opine.

Sincerely,

A handwritten signature in blue ink, appearing to read "Kurt Schnier".

Kurt Schnier, Chair
Division Council

CC: Divisional Council

Hilary Baxter, Executive Director, Systemwide Academic Senate
Laura Martin, Executive Director, Merced Senate Office

Encl (3)

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ACADEMIC SENATE, MERCED DIVISION
COMMITTEE ON RESEARCH
MICHAEL SCHEIBNER, CHAIR
mscheibner@ucmerced.edu

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MERCED, CA 95343
(209) 228-4369

September 28, 2018

To: Kurt Schnier, Chair, Division Council

From: Michael Scheibner, Chair, Committee on Research (COR)

Re: Systemwide Proposal to Consolidate UC-Mexico Entities

A handwritten signature in blue ink, reading "Michael Scheibner", is written over the "Re:" line.

At its September 26, 2018 meeting, CoR reviewed the systemwide proposal to consolidate into a single structure the three UC-Mexico entities UC MEXUS, UC-Mexico Initiative, and Casa de California.

CoR endorses the proposal to combine the three entities but recommends that the budget for Casa de California is maintained separately, so as not to adversely affect the budgets of UC MEXUS and UC-Mexico Initiative.

We appreciate the opportunity to review this proposal.

cc: CoR members
Senate Office



SCHOOL OF SOCIAL SCIENCES, HUMANITIES AND ARTS

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28 September 2018

To: Kurt Schnier
From: Susan Amussen, Vice Chair and Interim Chair, SSHA Executive Committee
Re: Campus Review, Systemwide Mexico Entities

The Review of Systemwide Mexico Entities was circulated to the SSHA Executive Committee. We agreed that the recommendation to merge the three entities is sound for fiscal, organizational, and academic/research reasons. The EC would like to offer the following comments.

General:

It would have been helpful if the report could include some products/outcomes from the grant making efforts of the UCMEXUS and UC Mexico Initiative research grants programs, e.g. leading to additional funding, publications. As is, the report is overwhelmingly about the finances and somewhat about #'s of people supported, such as doctoral students. It also highlights how the \$'s flow to different campuses or disciplines. It does not document the contributions the resources have made to the various fields, by way of these sorts of products.

The recommendation to increase the dollar amount for the small grants is good. \$1,500 for a grant is no longer worth the effort to write and submit it nor to track and manage it for what can be accomplished with that amount of money.

Governance:

Shared leadership between the system and a campus would be a mistake. While it might work well in the short term, the competing interests of a campus and the system could become problematic in the future. Therefore we recommend that governance and authority over the programs be located at the system. While they may be physically located at a campus, the programs must serve the system. This is a set of programs that needs to benefit the whole system not just now, but 30 years down the road.

It is also vital that the governance structure be transparent and have meaningful faculty participation. While the program may benefit from staff on the Executive Committee, the majority of that committee should be faculty.

Finally, we note a typo on page 23 (24 of the pdf) in the Table. Margaret Handley is faculty at UCSF and she is in the Dept of Epidemiology & Biostatistics.

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<http://www.senate.ucsb.edu>
Henning Bohn, Chair

October 2, 2018

To: Robert May, Chair
Academic Council

From: Henning Bohn, Chair
Santa Barbara Division

A handwritten signature in cursive script, reading "Henning Bohn", is written over the printed name and title.

Re: Systemwide Mexico Entities

The Santa Barbara Division distributed the Current State Assessment Report on UC Mexico Entities to its Committee on Research Policy and Procedures, Graduate and Undergraduate Councils, Committee on International Education, and Council on Planning and Budget. Their responses are attached.

**Academic Senate
Santa Barbara Division**

September 28, 2018

To: Henning Bohn, Chair
Academic Senate

From: Jianwen Su, Chair 
Committee on Research Policy and Procedures

Re: Current State Assessment Report for Systemwide Mexico Entities

Due to the extremely short review period, CRPP conducted their review of the Current State Assessment Report for Systemwide Mexico Entities via email. While merging the three entities appears to be a good idea at least financially, the proposal seriously lacks consultation with the faculty before the decision is made. On one hand, Provost Brown stated in the cover letter that "These three entities...will therefore merge into a single entity in the future". On the other hand, the proposal was only made available to CRPP a few days before the start of 2018-2019 academic year with a review deadline one week before the first scheduled committee meeting of the year. The committee did not have an adequate time to review and discuss the merge proposal, and thus is not in favor of proceeding to merge the three units.

UC MEXUS has gone through a sunset review by UCORP recently and has just renewed its MRU status. It is rather unclear what impact the merge will bring to UC MEXUS concerning the quality of its activities and operations. It is very strange that the proposal contains no comments from the UC MEXUS program. Making such hasty, seemingly pure administrative decision is inconsistent with the UC decision making practice on issues related to research and education.

Finally, in addition to the merge decision, we strongly urge that all future key decisions concerning the programs, including in particular the recruitment of Director & Associate Vice Provost of the merged program, must involve faculty, e.g., the recruiting committee has faculty representatives appointed by UCORP.

Cc: Debra Blake, Executive Director, Academic Senate

**Academic Senate
Santa Barbara Division**

October 2, 2018

To: Henning Bohn, Divisional Chair
Academic Senate

From: Amr El Abbadi, Chair
Graduate Council



Re: Current State Assessment Report for Systemwide Mexico Entities

At its meeting of October 1, 2018, Graduate Council (GC) reviewed the Current State Assessment Report for Systemwide Mexico Entities, regarding UC Mexus, the UC-Mexico Initiative, and Casa de California. While GC understands some of the reasoning behind the proposed merger, elimination of redundancies, and the budgetary realities, members had some questions, concerns and suggestions.

- GC strongly encourages continued support for the Doctoral and Postdoctoral Fellowship Programs. It is concerning that the proposal calls for reduced funding for graduate students.
- How would the academic program change and what the impact would be on graduate students and faculty? Ideally, the new, merged UC Mexus should reconsider its academic mission and develop a well-integrated vision that would promote academic programs and intellectual themes. This vision should further promote student and research exchange in both directions between UC and Mexico.
- Since the UC-Mexico Initiative was not designed to be ongoing, there is a legitimate reason to end it. However, the UC-Mexico Initiative has identified themes. GC recommends that the new, merged UC Mexus entity keep promoting these thematic areas.
- UC Mexus should develop methods to assess and measure the outcomes and experiences of the individual fellowship recipients.
- While the proposal reports the percentage of current staff and leadership who support various aspects of the proposal, there are no discussions around the reasons why some of those interviewed oppose the proposal, or what the negative impacts might be.
- There are no discussions about reaching out to successful graduates who participated in UC Mexus, to assess their experiences as well as to solicit donors. It seems there is an opportunity for a development initiative in this area.

CC: Debra Blake, Executive Director, Academic Senate

**Academic Senate
Santa Barbara Division**

September 28, 2018

To: Henning Bohn, Chair
Academic Senate

From: Trevor Hayton, Chair
Academic Senate



Re: Current State Assessment Report for Systemwide Mexico Entities

At its meeting of September 27, 2018, the Undergraduate Council (UgC) considered the Current State Assessment Report for Systemwide Mexico Entities. Though little in the report centers directly on issues related to undergraduate education, the Council offers the following comments.

Provost Brown's report includes a cogent rationale for restructuring the three existing programs (UC Mexus, the UC-Mexico Initiative, and Casa de California). The UgC supports this restructuring. At the same time, members see the value in preserving many of the programs and historical connections developed by each organization.

Specifically, the UgC feels that Casa de California plays a valuable role in supporting undergraduate education and the UC should maintain the property. Casa serves as the host for the UCEAP Mexico Study Center, and provides academic programming for the UNAM and Field Research Programs. Though a relatively small number of students participate in the UCEAP program, the Council can foresee an increase in activity in the coming years. With over half of the campuses holding HSI status, and the others expected to follow suit, it is likely that more students will plan to make cultural and academic connections to Mexico.

The Council feels that with additional planning and coordination, Casa de California can become a better-utilized property and a stronger asset to the University.

CC: Deborah Blake, Executive Director

Here are the points where there was broad consensus among CIE members from UCSB:

1. Location: We support the location to remain in UCR.

The arguments given to move it to UCSD are not compelling. And Baja does not seem like the most impactful base. As one of our colleagues put it "Given communications in the early 21st century, I don't see a significant advantage in the physical distance between the Mexican border and San Diego versus Riverside. It makes more sense to me to have the Mexican base in Mexico City, which is central both geographically and administratively, rather than somewhere in Baja California, which despite its closer proximity to (Alta) California is very peripheral within Mexico. I hope that it will indeed be possible to support activities across Mexico and not only in Mexico City, but Mexico City strikes as the best base from which to coordinate such activities."

2. Branding:

We should keep the UC-MEXUS brand as it has name recognition and historical impact. And it is well-respected in Mexico.

3. Consolidation:

We support the proposal to consolidate the three entities under one umbrella. Especially given the clear majority support from the stakeholders, and the diminishing budgets currently stretched across three entities, this seems to me the best solution.

Concern was raised by at least one person that "it seemed that the flux of Grad students and Postdocs fellowships was rather one-sided. If I did not get this wrong, should not it be more of a two-way street for the sake of our UC students?"

TO: UCSB Academic Senate
FROM: Council on Planning and Budget
RE: Response to the System-wide Mexico Entities Current State Assessment Report
DATE: Oct. 2, 2018

The Council on Planning and Budget has had a chance to review the system-wide Mexico entities current state assessment report. CPB fully supports the idea that the three Mexico entities should be merged into one program, given the current financial situation. There were four primary points of discussion surrounding this issue.

1) As stated above, CPB is very much in support of merging the three programs, given the reasons notes in the executive summary and Provost Brown's report. The members of CPB appreciated the extensive and clear information provided about the three programs. It is clear that all three programs are facing financial difficulties. There are also several elements that cross all of the programs, making the integration of them a logical move. The merge will result in a leaner entity that will make a more efficient use of whatever budget the program receives. CPB also agreed that the idea/program itself is important and needs to be continued.

2) CPB also discussed where the final program should be hosted. There was a lack of consensus on this issue. Some of the members agreed that the new single program should be hosted at one of the UC campuses rather than UCOP. UCSD and UCR both provide good options for host institutions, but given the existing footprint at UCR, and in view of additional resources needed to start something at UCSD (see p.62 of the report), UCR might be the more natural choice. One member of CPB wondered why the administration of the unit would not be located at Casa de California. But, as another CPB member mentioned, it does not sound like Casa de California is a viable location for centralization (there is a close to even split among shareholders to whether the location should even be retained), and the argument for having the program administration located at a UC campus (rather than UCOP) is sound (ie., it would be closer to the educational mission of the program). The decision regarding the location of the new entity is not as well articulated and defended in the report as is the argument for merging the programs. But, most CPB members favored having the new entity reside at one of the UC campuses.

3) The funding of the future program was also discussed. As it is noted in the report, the financial future of the program is uncertain even with a merger. While articulating the importance of these initiatives/entities, the report highlights clear concerns regarding the long-term financial support that is needed (recognizing that the present deficit budgets and projects present challenges for their future sustainability). Going forward, creative thinking about funding is necessary for the program to function effectively. Restructuring of roles is required in order for the new entity to be cost effective. UCOP indicates that it is willing to provide base funding but expects that "the new D/AVP would be expected to generate substantial additional resources and revenues for the new UC MEXUS Program from extramural sources to supplement the funds from the UC Office of the President and CONACYT" (p. 70). So it appears that the choice of the new D/AVP will be crucial in terms of funding. Given that the current UC MEXUS director is retiring, it seems that supporting a search for a new Director sooner rather than later (as mentioned in the report) would be good. The vision of the new entity also needs to be clearly articulated and a governing structure set in place. One suggestion from a member of CPB was that a board be selected and

then charged with recommending a leader, reaching an agreement on a mission statement, a set of time-ordered milestones, and bylaws.

4) A few CPB members also mentioned that they wished UCSB played a larger role in this program. Even though UCSB is involved in the program, it is not as engaged as other UC campuses according to the pie charts presented in the report, which show UCSB on the low end by most measures. Three recommendations were to (a) encourage Chicano Studies at UCSB to promote our campus-wide involvement, (b) leverage our involvement with EAP, which is an active process at Casa, and (c) for UCSB (and all of the UC campuses) to make a long-term commitment to the new program.

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Jae Woo Lee, MD, Parliamentarian

October 3, 2018

Robert C. May, PhD
Chair, Academic Council
Systemwide Academic Senate
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1111 Franklin St., 12th Floor
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Re: UC MEXUS Review

Dear Robert,

The San Francisco Division of the Academic Senate recently reviewed UC MEXUS – specifically the recommendation to consolidate the three related UC MEXUS entities – UC MEXUS, the UC-Mexico Initiative, and Casa de California (“Casa”). Three UCSF standing committees – the Committee on Educational Policy (CEP), the Committee on Research (COR), and Graduate Council (GC) – reviewed the report and recommendations. Our Division evaluated the proposal with respect to four key questions or concepts:

1. Concept of consolidating to UC-Mexico efforts;
2. Proposed location of the “central” note: Oakland, San Diego, or Riverside;
3. Governance (Is there a need for new bylaws, for example?); and
4. Fiscal concerns (Who has the liability & responsibility?)

Consolidation of UC MEXUS: The recommendation to consolidate all three UC MEXUS-related entities is largely based on financial considerations. CEP, COR, and GC all agreed that this recommendation is sound. That said however, COR notes that UC-MEXUS has a long history and strong academic and scientific basis, and should provide leadership for the new consolidated activity. Both COR and GC asks that any consolidation of these initiatives should protect and develop the intellectual and academic functions within each initiative, and thereby maintaining its academic identity and strengths.

Proposed Location: COR and GC considered the location of UC MEXUS, carefully examining the proposals from UC Riverside (UCR) and UC San Diego (UCSD). Both committees dismissed out of hand the idea of moving UC MEXUS to the Office of the President (UCOP); this is vital to retain its academic focus. Our Division not only appreciates the long association that UCR has with UC MEXUS, but also the considerable resources that UCR invests annually into the program. Our GC also felt that the UCSD proposal possibly

overstates the connection between UCSD's Center for U.S. – Mexican Studies (USMEX) and the three UC-Mexico Initiatives, noting that it is unclear how these relationships could provide UCSD with greater insight about each program than the knowledge UCR has acquired from 37 years of administering UC MEXUS and 4 years administering UC-Mexico Initiative. Unless UCSD can provide substantial additional investment into the new consolidated activities, then the home of UC MEXUS should remain at UCR.

Governance: Given that 39 individuals from UC or Mexico govern the initiatives collectively, it is clear that new governance documents and a new reporting structure to govern a consolidated entity will be necessary. In drafting these new governance bylaws, our Division suggests the following principles:

1. The new governance structure should have one representative from each UC campus.
2. The new structure should also retain representation from Mexico, such as the standing members on the current UC MEXUS Advisory Board.
3. The governance structure should not permit UCOP to have overrepresentation, as it currently does for Casa de California.

Fiscal Concerns: Given that the recommended consolidation is being driven by financial concerns, UCSF's GC remarked that all three entities face financial pressure. Consolidation may result in some savings if administrative functions can be consolidated. However, for UC MEXUS and the UC-Mexico Initiative, programmatic expenses are the primary cost driver; and, for Casa, debt repayment is the primary financial pressure. One question is whether the host campus of the consolidated entity should assume some financial responsibility. With respect to UC MEXUS, UCOP should retain the financial liability, as it is essentially a pass-through for research funding that benefits all campuses. In contrast, the UC-Mexico Initiative is a strategic initiative created by UCOP, and is on the periphery of UC's academic mission. Accordingly, UCOP should retain some, if not most of the financial liability for the program, with some buy-in from the host campus, especially with respect to the cuts that will most likely need to be made over time. Finally, regarding Casa, the host campus would benefit from having control of the Mexico-based property, including, but not limited to, access to and use of the property and any potential operating budget surplus(es). As such, the host campus should contribute to the capital reserve from which the debt service payments are made. That said, the debt load for Casa is substantial, and given projected operating deficits, Casa might well exhaust its reserves by the end of FY2026, unless changes are made.

Thank you for the opportunity to review UC MEXUS. If you have any questions, please let me know.

Sincerely,



David Teitel, MD, 2017-19 Chair
UCSF Academic Senate

Encl. (3)

CC: Sharmila Majumdar, UCSF Divisional Vice Chair
Jennifer Perkins, UCSF Committee on Educational Policy Chair
Lea Grinberg, UCSF Committee on Research Chair
Roland Mullins, UCSF Graduate Council Chair

September 27, 2018

David Teitel, MD, Chair
Academic Senate
UCSF Division
500 Parnassus Ave, MUE 231

Re: Divisional Review of State Assessment Report for Systemwide Mexico Entities (2018)

Dear Chair Dennehy:

The UCSF Division of the Academic Senate's Committee on Educational Policy (CEP) appreciates receiving the State Assessment Report for Systemwide Mexico Entities (2018).

CEP members reviewed the report and both concur with the report's findings and support its recommendations.

Sincerely,

Jennifer Perkins, DDS, MD, Chair
Committee on Education Policy
UCSF Academic Senate
2018-2019

cc: Todd Giedt, Director, Academic Senate

To: David Teitel
From: Committee on Research
Re: UC MEXUS
Date: September 28, 2018

In representing UCSF to UCORP, Stuart Gansky made the following comments based on a discussion with UCSF COR:

- UCSF COR supports merging and consolidating the 3 activities, however only with these constraints:
 1. UC-MEXUS with its long history and strong academic and scientific basis provide leadership for the new consolidated activity;
 2. Unless UCSD is providing substantial and meaningful additional investment to the new consolidated activity, that the home remains at UCR; and
 3. UCOP investments need to at least match those of CONACYT.

To: David Teitel
From: Dyche Mullins, Ken Laslavic
Re: UC MEXUS
Date: September 28, 2018

UC Provost, Michael Brown, has proposed a reorganization of three existing UC initiatives – *UC MEXUS*, the *UC-Mexico Initiative*, and *Case de California* – into a single program.

The UCSF Graduate Council Chair, Dyche Mullins, has reviewed the Draft Systemwide Mexico Entities Current State Assessment Report (the report) and participated in the CCGA discussion on September 26, 2018.

The Coordinating Committee on Graduate Affairs discussed four areas:

- (1) Concept of consolidating to UC-Mexico efforts;
- (2) Proposed location of the “central” note: Oakland, San Diego, or Riverside;
- (3) Governance (Is there a need for new bylaws, for example?); and
- (4) Fiscal concerns (Who has liability & responsibility?)

The following comments reflect the input from the Graduate Council Chair.

(1) Concept of consolidating the UC-Mexico efforts

The letter from Provost Michael Brown reads, “These three entities – the *UC MEXUS* program, the *UC-Mexico Initiative*, and *Case de California* – will therefore merge into a single entity in the future. This much is clear to me, the President, and the involved Chancellors.”

It seems that the primary motivation for consolidation is related to financial concerns.

UC MEXUS

Funding from UCOP has been flat since 2010 when UC cut the *UC MEXUS* budget by 24%. While administrative costs can increase approximately 7% annually, the report identifies the Doctoral Fellowship program as the primary cost driver. As a result of budgetary forces, *UC MEXUS* has sustained a deficit for the last five fiscal years resulting in a depletion of its reserve fund. The *UC MEXUS* reserve fund is currently 40% of operating costs, whereas, historically, it once held 100% of operating costs in reserve.

UC-MEXICO Initiative

The *UC-MEXICO Initiative* is funded entirely from UCOP. However, funding was always intended to be temporary, and UCOP has been reducing the *Initiative’s* annual budget. The *Initiative* is not yet self-sufficient.

Casa de California

Casa de California has had an operating budget surplus in three out of the past four years and is expected to maintain an operating surplus for the next two fiscal years. However, as administrative expenses are expected to increase and revenue is expected to stay flat, it is possible, based on financial projections, that *Casa's* reserve account could be exhausted within eight years. In addition, regarding the \$4.3 million capital investment UC made when it purchased *Casa*, projections predict that UC will exhaust the funds used to service the mortgage debt payments by FY29, with approximately \$2 million remaining in debt. If interest rates increase, that date could be even sooner.

While there is some program overlap across these initiatives, each initiative is considered to provide a competitive advantage to the University of California and there is consensus among stakeholder about the need to consolidate the programs. Note that the report was based on interviews with 30 stakeholders comprised of employees (such as program directors) and advisory committee members (including faculty and administrators) from each entity and UCSD.

- The report notes that 40% of *UC MEXUS* stakeholders commented on the fact that the establishment of the *UC-Mexico Initiative* resulted in programming overlap in areas of critical importance. 40% of *UC-Mexico Initiative* stakeholders also stated that there is considerable overlap, and 44% of *Casa de California* stakeholders agreed there is program overlap.
- The report also states that “100% of this group of 10 interviewees [of *UC-MEXICO Initiative* stakeholders] stated that the Mexico entities should be merged.”
- “Overall 80% of all stakeholders from all entities supported merging the three entities.”

While considerations of financial sustainability and competition are legitimate and valid, any consolidation of these initiatives should protect and develop the intellectual and academic functions within each initiative.

UC MEXUS

The report highlights that *UC MEXUS* enjoyed a favorable review during its Academic Senate 15-year review as a Multi-campus Research Unit.

UC MEXICO INITIATIVE

The *UC-MEXICO Initiative* has been operating for only four years. Although there is program overlap with *UC MEXUS*, as reported by approximately 40% of stakeholders interviewed (see above), the core activities of the *Initiative* are not necessarily limited to strictly academic support.

Casa De California

In addition to hosting events and renting its space, *Casa's* functions include two academic programs: a language program and a field research program.

The new entity will serve as an MRU. However, it is not clear whether UC intends to initiate the formal process of establishing a new MRU. UCOP should clarify whether a new MRU proposal will be submitted to the Academic Senate for review. If a new MRU proposal is submitted, the Academic Senate would have an opportunity to exercise academic oversight in reviewing the academic merits of the consolidated program.

(2) Proposed location of the "central" node: Oakland, San Diego, or Riverside

According to the report, "There was no consensus as to whether *UC MEXUS* or the Initiative should subsume the other group."

We agree that the new entity should be located at either UC Riverside or UC San Diego, as opposed to UC Office of the President, in order to maintain its academic and research focus.

Keeping the new entity at UC Riverside would maintain continuity and minimize disruption. Moreover, UC Riverside has demonstrated success administering both *UC MEXUS* and *UC-Mexico Initiative*

- UC Riverside has "hosted *UC MEXUS* for 37 years and the *UC-Mexico Initiative* for 4 years."
- Under the administrative leadership of UC Riverside, "the *UC-Mexico Initiative* has leveraged the \$5.3 million from the UC Office of the President into \$23 million in other funds."
- UC Riverside invests \$360,000 annually for *UC MEXUS* and *UC-Mexico Initiative*.

The UC San Diego proposal is not as strong as the UC Riverside proposal.

- The proposal overstates the connection between UCSD's Center for U.S. –Mexican Studies (USMEX) and the three UC-Mexico Initiatives. "USMEX has substantial ties to *UC MEXUS*, and *UC-Mexico Initiative*, and *Casa*, as its Associate Director sits on the *UC MEXUS* Advisory Committee and the *UC-Mexico Initiative* Leadership Council." It is unclear how these relationships could provide UC San Diego greater insight about each program than the insight UC Riverside has acquired from 37 years administering *UC MEXUS* and 4 years administering *UC-Mexico Initiative*.

In fact, based on table 12 of the report, which compares the two proposals from each campus, it is clear that UC Riverside's proposal is equal to, if not superior to, UC San Diego's proposal in all areas: existing footprint, proposed investment, receptivity, goal alignment, and proposed conditions.

The determination about the location of the program ought to be made based on consideration for the location's impact on UC's intellectual environment and diversity.

TABLE 12: CAMPUS COMPARISON

| Area | UC Riverside | UC San Diego |
|---------------------|---|--|
| Existing Footprint | <ul style="list-style-type: none"> • 4 years of experience leading the <i>UC-Mexico Initiative</i> and 33 years leading <i>UC MEXUS</i> • The UC Riverside Chancellor serves on Casa's Board of Directors, chairs the <i>Initiative's</i> Leadership Council, and serves as the Executive Sponsor for the <i>Initiative</i> • The Vice Chancellor for Research and Economic Development oversees <i>UC MEXUS</i> | <ul style="list-style-type: none"> • School of Global Policy and Strategy operates Center for U.S.-Mexican Studies • Over 50 academic projects with Mexico demonstrating credible diversity in discipline and geography • Associate Director of USMEX sits on the <i>UC-Mexico Initiative's</i> Leadership Council and the <i>UC MEXUS</i> Advisory Committee |
| Proposed Investment | <ul style="list-style-type: none"> • Existing infrastructure and support • Space for <i>UC MEXUS</i> and the <i>Initiative</i> • Annual investment of \$360,000 in <i>UC MEXUS</i> and <i>Initiative</i> Director salaries • In-kind contributions of administrative staff | <ul style="list-style-type: none"> • Campus investment of \$250,000-\$500,000 (to match current UC Riverside investment) • Space at USMEX and the School of Global Policy & Strategy |
| Receptivity | Strong commitment from academic leadership, including Chancellor, Vice Chancellors, Deans in continuing leadership of programs | Interest from the Chancellor, Provost, and leadership from the School of Global Policy & Strategy in managing the program |
| Goal Alignment | <ul style="list-style-type: none"> • Consistent with international focus for UCR • Consistent with goals to increase international enrollment • Consistent with status as an HSI | <ul style="list-style-type: none"> • Consistent with UCSD's commitment to increase diversity and internationalization • Consistent with goal of becoming an HSI |
| Proposed Conditions | None | <ul style="list-style-type: none"> • Significant managerial discretion by the campus • A 3-year transition plan and funding commitment from UCOP of \$5.5 million for at least five years • Additional funding commitments for research grants, scholarships, programmatic activities, etc. • Request to consider relocating Casa to a smaller facility in the Baja Region |

(3) Governance

UC will almost certainly need to create new governance documents and a new reporting structure to govern a consolidated entity. Currently, across all three entities, 39 individuals from UC or Mexico govern the initiatives collectively. Some individuals serve in a governance capacity on more than one of the three entities.

UC MEXUS

1 chair

14 standing members (faculty representatives from each campus and UC labs, and two representatives from Mexico)

1 ex officio (Director of UC MEXUS)

UC MEXICO Initiative

1 chair

9 standing members

5 ex officio (Director of Casa, UC Vice President for Research, Director of the *UC Mexico Initiative*, Assistant Director of the *Initiative*, and UCOP Liaison)

UC Mexico Initiative has zero representatives from Mexico.

UC Mexico Initiative does not have a representative from each campus.

Casa de California

1 chair

1 vice chair

1 ex officio

5 partners

7 honorary members

Casa de California has five representatives from UCOP.

Casa de California has three honorary members from Mexico.

The new governance structure should have one representative from each campus within the UC.

The new structure should also retain representation from Mexico such as the standing members on the current *UC MEXUS* advisory board.

The governance structure should not permit UCOP to have overrepresentation as it currently does for *Casa de California*. If there are issues germane to the governance of the consolidated entity that require oversight and decision making from UCOP, as there would be with respect to the \$4.3 million capital investment in *Casa*, then the governance structure should be designed to ensure that decisions regarding other issues, such as the allocation of academic and research funds, are not controlled by UCOP.

(4) Fiscal concerns

All three entities face financial pressure. Consolidation of the entities may result in expense savings if administrative functions can be consolidated. However, for *UC MEXUS* and the *UC-Mexico Initiative*, programmatic expenses are the primary cost driver; and, for *Casa de California*, debt repayment is the primary financial pressure.

One question is whether the host campus of the consolidated entity should assume some financial responsibility. With respect to *UC MEXUS*, UCOP should retain all financial liability. *UC-MEXUS* functions primarily as a pass-through entity/funding agency. All campuses benefit from the existence of *UC MEXUS* as it funds faculty and students across UC. Accordingly, UCOP should have financial liability to ensure that the financial health of the host campus does not create a risk to future research funding opportunities.

In contrast, the *UC-Mexico Initiative* is a strategic initiative created by UCOP. Accordingly, UCOP should retain some or most of the financial liability for the program. However, the host campus

should also share in the financial responsibility for the functions currently under the *UC-Mexico Initiative*.

The host campus will need to make strategic decisions about which overlapping programs needs to be eliminated. Above all, the programmatic expenses of *UC MEXUS* ought to be preserved at the expense of other programs. *UC MEXUS* has a 37 years history of supporting academic work. In contrast, the *UC-Mexico Initiative*, while important, sponsors programs that could be considered on the periphery of University of California's academic mission. The extent to which there is programmatic overlap between *UC MEXUS* and *UC-Mexico Initiative*, the program function currently under the *UC-Mexico Initiative* should be eliminated and the cost savings should be used to address the financial weaknesses of *UC MEXUS*.

Finally, with respect to *Casa de California*, the host campus would benefit from having control of the Mexico-based property including but not limited to access to and use of the property and potential for operating budget surplus. As such, the host campus should contribute to the Capital Reserve from which the debt service payments are made.

UNIVERSITY OF CALIFORNIA, ACADEMIC SENATE

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SANTA BARBARA • SANTA CRUZ

COORDINATING COMMITTEE ON GRADUATE AFFAIRS (CCGA)

Onyebuchi A. Arah, Chair
arah@ucla.edu

ACADEMIC SENATE

University of California
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200

October 1, 2018

ACADEMIC SENATE CHAIR ROBERT MAY

Dear Robert,

CCGA appreciates the opportunity to opine on Provost Brown's report titled *Systemwide Mexico Entities: Current State Assessment Reports*. The report contains a proposal to merge the various Mexico-related entities within the UC. Importantly, it proposes to merge *UC MEXUS* program, *UC-Mexico Initiative*, and *Casa de California* into a single entity with a centralized hub to be located at one of the UC campuses. We commend Provost Brown and his team for the incredible and careful effort that went into the report.

CCGA members had the opportunity to review the report over the last two weeks. Committee members shared their views prior to a face-to-face meeting where they further discussed the proposal in terms of (1) the concept of consolidating the three entities, (2) the proposed location of the central node, (3) governance, and (4) fiscal concerns. CCGA discussed all four areas from the graduate affairs perspective.

On the issue of the concept of consolidating the three Mexico entities, CCGA members were strongly in favor of unification. The proposal makes a persuasive case for consolidation. Nonetheless, members were deeply concerned that merger will be paired with a substantial reduction of funding that could affect quality. The need for efficiency gains and long-term solvency should not compromise quality, especially when it comes to graduate training and research. CCGA believes that the internationally recognizable and influential UC MEXUS brand be maintained as the core - or a highly visible part - of the new entity. The UC MEXUS brand also brings coherence and tradition that will be beneficial to the new order. The new entity could even simply be called UC MEXUS. The University should avoid making the new entity a smaller, weaker and poorer version of the older entities it will absorb.

As for the location of the central node of the new entity, UC Riverside was the committee's preference given its existing infrastructure and impressive network and history. The cost savings from staying with UC Riverside could be channeled to graduate education, for example.

On the fiscal side, CCGA recommends that careful consideration of how student funding and support could be affected. There is a potential danger of allowing fiscal challenges to degrade the

quality of graduate student support and access if care is not taken. There is a strong need for additional and innovative funding.

On the issue of governance of the new entity, CCGA recommends that the new UC Mexico should have a clearer and better articulated Mission or Vision Statement that could adapt and expand the thematic and strategic priorities of the existing UC Mexico Initiative approach. Oversight and leadership should be articulated with clear participation of the Senate. New bylaws and strategic planning will be needed.

Finally, CCGA strongly supports a single UC Mexico (or new UC MEXUS) entity that is highly competitive, instantly recognizable, and sustainable and supports the highest quality graduate education and research for which UC is known. To build such an entity from what we have will require careful planning, negotiations and execution with UCOP and the Senate working closely together. We look forward to working with you and the administration on this new endeavor.

Sincerely,

A handwritten signature in black ink, appearing to read 'Onyebuchi A. Arah', with a stylized flourish at the end.

Onyebuchi A. Arah
Chair, Coordinating Committee on Graduate Affairs (CCGA)

cc: Kum-Kum Bhavnani, Academic Council Vice Chair
CCGA Members
Hilary Baxter, Academic Senate Executive Director
Jocelyn Banaria, Academic Senate Assistant Director
Michael LaBriola Academic Senate Analyst



UNIVERSITY COMMITTEE ON EDUCATIONAL POLICY (UCEP)
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October 1, 2018

**ROBERT MAY, CHAIR
ACADEMIC COUNCIL**

RE: RESTRUCTURING OF UC'S MEXICO PROGRAMS

Dear Robert,

The University Committee on Educational Policy appreciates the opportunity to provide commentary on the re-structuring of the University of California's Mexico programs. This proposal is in expedited review and UCEP members have conferred by email during late September and then in-person on October 1. The following are key themes.

First and foremost, we recognize that the connections between the University of California and Mexico are important towards research and graduate education. One member noted support for increasing the amount of the UC-MEXUS collaborative research grants (p. 65), underscoring the related value of the small grant opportunities. Further, it is notable that many UC campuses are (or are becoming) eligible to be a Hispanic-Serving Institution. We noticed that undergraduate programming has diminished over time and could benefit from attention. While these UC Mexico programs are largely focused on research partnerships and graduate fellowships, there could be new energy and thinking around our diverse student demographics.

From the report, the fiscal trajectory of these programs will need continued priority and support. The division-level commitments to these programs are articulated thoughtfully here, and it seems like these local connections and specialized commitments will orient continued strategic planning. A question might be how ongoing representation with the legislature and the Office of the President will operate, once these programs are located at the division level. How representation and communication work here will be particularly important to stabilizing graduate fellowships and grant funding, noted as rapidly becoming fiscal issues without attention and advocacy.

Questions were also posed:

- 1) One theme of the recommendations was a search for a new leader for the new, merged entity. To expedite this process might it be reasonable to appoint one of the existing directors of the three?
- 2) The proposed organizational structure calls for five units. What is the rationale for having separate Fellowships and Grants units?

A member noted curiosity about whether selling *Casa* should be explored again. It was last offered for sale during a harsh economic climate (2008) so attempting to do so now might yield more favorable results.

In general, it is favorable to combine the three programs into a single entity as proposed, as this should reduce administrative overlap. These programs are largely educational endeavors, with integration of teaching and research. Strong faculty and administrative partnerships will be crucial to continued planning, particularly to re-imagine these programs relative to new structures, fiscal challenges, and collaborative opportunities. Overall, we see this report as being thoughtful and pragmatic about well-documented needs and fully support these recommendations.

UCEP appreciates the opportunity to comment on this matter. Please contact me if you have any questions.

Sincerely,

Anne Zanzucchi, Chair
UCEP



UNIVERSITY COMMITTEE ON INTERNATIONAL EDUCATION (UCIE)

Michael Lazzara, Chair

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October 1, 2018

ROBERT MAY, ACADEMIC SENATE CHAIR

Dear Robert,

I am writing to communicate UCIE's response to your expedited request for consultation on Provost Brown's proposal to consolidate UC-Mexus, the UC-Mexico Initiative, and the Casa de California under a single administrative structure. During our conference call on September 7, 2018, you requested specifically that UCIE opine on several matters: 1) the strength of the case to consolidate the three entities, 2) how the consolidated entities should be branded, and 3) the location of the consolidated unit. You also welcomed any other comments UCIE might wish to provide. After consulting with UCIE's membership, I received feedback on these matters from Riverside, Santa Cruz, Berkeley, Davis, San Diego, and Santa Barbara. I will succinctly communicate the results of this consultation below.

1) **CONSOLIDATION:** The UCIE representatives who responded unanimously agree that consolidation of the three entities in question is a good idea. The merged programs should be able to strengthen existing program offerings while improving the efficiency of program administration. This will likely result in a lowering of costs that will aid the long-term financial sustainability of UC-Mexus, the UC-Mexico Initiative, and the Casa de California.

2) **BRANDING:** All UCIE representatives who responded agreed that the UC-Mexus name has deep historical roots and is quite respected by UC's partner institutions in Mexico. UCIE feels it imperative that the UC-Mexus name be maintained.

3) **LOCATION:** After reviewing Provost Brown's report, UCIE's representatives support keeping the headquarters of the merged entity at UC Riverside. First, UCR has been home to the program for the past 37 years and, during this time, UCR has demonstrated a firm commitment to the program's maintenance and success. Provost Brown's report indicates that UCR is willing to continue this same level of commitment in the future. Second, UCR is a Hispanic Serving Institution (41% of its undergraduates are of Hispanic ethnicity), thus making it an appropriate hub for coordinating research and teaching collaborations with Mexico. Third, UCIE's membership did not feel that locating the merged entity closer to the US-Mexico border would present any particular advantage. UC-Mexus and the UC-Mexico Initiative promote activities in/with all parts of Mexico, not just along the border, and it is therefore not inconvenient that the lead campus be located in Riverside. Finally, UCIE recognizes the financial burden that relocating the program to UCSD would imply. The \$5.5 million that UCSD is requesting from UCOP to facilitate the relocation could best be used to support existing UC-Mexus programs, research, and students.

UCIE recognizes that UCSD has an impeccable track record in fostering exchanges with Mexico. The campus boasts an NSF grant to establish an Alliance for Binational Border Communities, robust student exchanges with Mexico, a highly regarded Center for US-Mexican Studies, in addition to many other important cross-border initiatives. This excellent reputation would indeed make UCSD an excellent home for the programs in question. Despite these merits, however, the cost of relocation tips the scales in favor of keeping the programs at UCR.

During the consultation process, one UCIE representative expressed concern about the discontinuation of the UC-Mexico dissertation grants program. Funding students is crucial, especially in an environment in which doctoral and postdoctoral research funding—particularly in the humanities and social sciences—is increasingly scarce. We would therefore encourage the newly-merged UC-Mexico entities to think seriously about how they can maintain and increase graduate student funding in ways that are equitable to UC students and their Mexican counterparts.

The comments summarized above were gathered on an expedited basis—in many cases before local committee chairs could consult broadly with their committee members. UCIE understands the time sensitive nature of this consultation but wishes to express its concern regarding the compressed timeline. More time for discussion could have yielded comments that may have proven useful in this process. It would also have given UCR and UCSD more time to develop arguments regarding locating the programs on their home campuses.

Respectfully,

A handwritten signature in black ink, appearing to read "Michael Lazzara", followed by a horizontal line.

Michael Lazzara
Chair, UCIE
Professor of Spanish, UC Davis

cc: Kum-Kum Bhavnani, Academic Council Vice Chair
UCIE Members
Hilary Baxter, Academic Senate Executive Director
Jocelyn Banaria, Academic Senate Assistant Director
Michael LaBriola Academic Senate Analyst



UNIVERSITY COMMITTEE ON RESEARCH POLICY (UCORP)
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September 24, 2018

ROBERT MAY
CHAIR, ACADEMIC COUNCIL

Dear Robert,

Thank you for giving UCORP the opportunity to opine on the Current Assessment Report of Systemwide Mexico Entities that was initiated by Provost Michael Brown and made available to us in late August 2018. Because our committee led the recent MRU reviews of the UC-MEXUS and Institutes for Transportation Studies, many of our members are very familiar with the opportunities and challenges of these kinds of large academic efforts. Accordingly we feel well positioned to give a thoughtful review. Moreover, it is noteworthy that we have significant familiarity with the key role that was played by UCOP in the recent funding success and reorganization of Institutes for Transportation Studies MRU (ITS), the importance of local leadership at local sites, the existence of mechanisms to enable and ensure a unified vision, the need for bylaws to govern the mission, and the requirements for reporting, accountability, and performance review.

Over the course of the last two weeks, we made the report available electronically to our 2018-2019 members for their review and comment. Members were asked for general impressions and possible specific recommendations that they might have in regards to (1) governance of the new entity, (2) how best the new entity might be administered, and (3) its possible physical location within the UC system. This letter summarizes our collective thoughts.

At the outset, we would like to congratulate Provost Brown's team for a thoughtful and thorough analysis of the current state of UC-Mexico entities. We are in general agreement about the key themes that were identified, how they need to be addressed, and how they are critical to the future of the UC-Mexico programs. We further concur that the best way forward involves combining the three entities into a single unit that is financially sustainable, eliminates redundancies and focuses on their mission. We also want to underscore the importance of their individual missions and the need to preserve, restore and develop many of their activities. Consolidation should not be synonymous with elimination but instead viewed as an opportunity for reinvention. We note for example that several UC-Mexico activities have significant "brand recognition identity" both here and in Mexico, because of the work they have done over the years. *Significant effort should be directed at making sure the "brand" is retained while efforts are reorganized.* At the same time, some of us were struck by the fact that knowledge of their existence, let alone their pivotal role in the UC

ecosystem is under-recognized, in spite of their major significance to the parties involved. Accordingly, outreach and communication will be a critical component of moving forward.

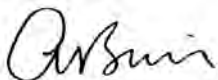
In regards to governance of the “new entity,” there is a general opinion amongst our members that UC-MEXUS, with its long history, its strong academic record, and its significant scientific foundation should provide leadership for the new consolidated activity. Along this line, we also believe that it will be very important for the new entity to develop a set of clear bylaws to help govern and guide its renewed mission and to help it develop a strategic plan for the next 5-10 years. We are also hopeful that changes will resurrect activities like the Visiting Scholars program, the MFA, and other discontinued programs. Any strategic plan should be reviewed regularly, perhaps like we do with the MRUs. We view this as a process that will be driven by its leadership and hopefully a leadership team that will represent UC systemwide.

When queried on the issue of the proposed structure of a single systemwide UC Mexico entity, our members looked at the success of the ITS for example and believe that some form of central oversight would be important to evaluate the new entity’s progress and accomplishments. While the mechanism of this process would be in the new organization’s bylaws, we believe that UCOP is ideally suited to take a state-wide view that is significantly broader than the view from any one campus. Governance could then be viewed like that of other UC-wide activities, including MRUs, and reviewed accordingly. Like the ITS, we believe that funding issues could be addressed through consolidation, focus, outreach, and clear leadership.

In regards to the location of the proposed single systemwide UC Mexico entity, the committee noted that unless UCSD is providing substantial and meaningful new additional investments to the new consolidated activity, the home should remain at UCR, at least in the short term, where there remains significant enthusiasm for its mission. That being said, the location and scope of local and UCOP investments need to be commensurate with sponsored activities. Location however, will also be driven by the leadership put into place and we note that ITS has developed a model of rotating sites, which may or may not be compatible with the UC Mexico entity.

In short, because a single systemwide UC Mexico entity has strong support from stakeholders, keeps critically important activities in the UC system going, and ensures the maintenance of a critical mass of programs that increase our collective competitiveness and national and international image, there is broad support for the ideas put forward in the current assessment report. We therefore endorse the proposal with the modest suggestions and caveats outlined above.

Sincerely,



Andrew Baird
Chair, University Committee on Research Policy

cc: Kum-Kum Bhavnani, Academic Council Vice Chair
Hilary Baxter, Academic Senate Director
UCORP members



UNIVERSITY COMMITTEE ON PLANNING AND BUDGET (UCPB)
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October 3, 2018

**ROBERT MAY, CHAIR
ACADEMIC COUNCIL**

RE: Consolidation of UC's Mexico Entities

Dear Robert,

The University Committee on Planning and Budget (UCPB) has reviewed the *Current State Assessment Report for Systemwide Mexico Entities*, which outlines UCOP's proposal to consolidate three systemwide programs related to educational and research activities with Mexico: 1) the UC MEXUS Multicampus Research Unit; 2) President Napolitano's UC-Mexico Initiative; and 3) Casa de California.

UCPB finds that consolidation of the three current Mexico entities is eminently sensible given funding constraints and the considerable overlap in the entities' various missions. We do have some more specific recommendations and, indeed, concerns. Historically and in terms of its institutional impact and footprint, the UC MEXUS MRU is clearly the core element of the group. We endorse maintaining the MRU structure and folding any funding from the President's UC-Mexico Initiative into this core structure, with an accelerated review of the newly configured MRU to take place after three years. We also recognize the importance of maintaining the UC MEXUS name in terms of brand recognition.

We did note that the UC-Mexico Initiative was originally quite broad in scope, but that this scope has narrowed since the Initiative's inception (paring back programs related to the arts and environment, for example). Similarly, UC MEXUS over the course of its long existence has become more tightly focused on STEM research in particular. We hope that the consolidated entity will better represent the broad range of disciplines, research interests, and artistic endeavors that characterizes the University of California as precisely *universal* in its scholarly and creative ambition. While we understand that funding may constrain these aspirations, they should be registered and pursued by the new director and entity as much as possible.

For reasons of cost, experience, and demonstrated commitment, we think that UC Riverside remains the campus with the best claim on the MRU. While we recognize UC San Diego's strong interest, research affinities, and investment in hosting the MRU, we did not think that UCSD's case was sufficient to warrant relocation. That said, it was not obvious from the otherwise thorough

assessment report the extent to which the MRU was put up for competitive bidding, which would have allowed campuses interested in hosting the consolidated entity to make the best possible case for themselves.

UCPB does have serious reservations about the sustainability and function of the Casa de California. The Casa is currently losing money and, in addition to being rented out to third parties, serves a purpose generally more aligned with UC's Education Abroad Program than with a multi-campus research unit. We hope that the director of the consolidated entity will be encouraged to reimagine the Casa de California so that its symbolic value is bolstered by a function or functions that are better suited to the MRU and in such a way to ensure its solvency.

Finally, we remark that the structure of the advisory or governing board of the consolidated entity is at best adumbrated in the assessment report. We would like to see strong representation on the board from the Academic Senate, as well as broad representation across the system. We understand that the assessment report that the committee reviewed is a draft document, and we would be eager to review any revised report and make further recommendations.

Thank you for your consideration.

Sincerely,

James Steintrager, Chair
UCPB

Encl.

cc: UCPB
Executive Director Baxter