

**DIVISIONAL COUNCIL**  
**Minutes of Meeting**  
**Friday, October 9, 2020**

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**Attendees:** Chair Robin DeLugan, Vice Chair LeRoy Westerling, Christopher Viney, Ramesh Balasubramaniam, Patti LiWang, Hrant Hratchian, Matthew Hibbing, Abbas Ghassemi, Kara McCloskey, Jesus Sandoval-Hernandez, Carolin Frank, Erin Hestir, Jessica Trounstine, and Justin Yeakel.

**I. Consultation with EVC/Provost Camfield**

EVC/Provost Camfield provided the following updates:

- A. The administration has been working on an indirect cost return policy that will support the faculty, departments, Schools, and the campus research enterprise in general. The policy is ready for Senate review. The policy aims to increase the amount of indirect costs to the faculty, department, and Schools as the campus's total portfolio of contracts and grants increases. The policy also allows for some amount of indirect cost return even on grants that are not fully encumbered.
- B. The administration is negotiating with an external provider for child care. EVC/Provost Camfield mentioned that he provided this update to FWAf recently. The negotiations will likely take at least 90 days. If the negotiations go well, the contract will be signed. The best case scenario is that the campus may have child care by spring semester 2021, but this may be too optimistic.
- C. Chancellor Muñoz has requested the formulation of a ten-year campus strategic plan. EVC/Provost Camfield acknowledged that some faculty are worried that the considerable work they did on academic planning will amount to nothing. He explained that the academic plans will move forward. The point of strategic planning is to achieve alignment across the support units on campus around fundamental academic goals and then examine which business practices need to be modernized in order to serve the academic mission. For example, in order to execute our goals on instruction and research computing, the campus has to ensure that IT has the resources it needs. Later in today's meeting, APAPB Schnier and Assistant EVC Martin will explain how strategic planning aligns with academic planning. EVC/Provost Camfield acknowledged that there is often anxiety when new leadership is put into place. He will recommend to the new Chancellor that he conduct town halls as the new Chancellor learns the UC principle of shared governance. EVC/Provost Camfield asked for Divisional Council's advice on how best to communicate this to Chancellor Muñoz. EVC/Provost Camfield also pointed out that Cabinet meetings conflict with CAPRA meetings this semester and he hopes to attend CAPRA meetings in the spring semester.

A Divisional Council member stated that faculty were opposed to the proposed privatization of the ECEC when the suggestion was first raised in 2015. The faculty's main concern was the protection of the ECEC teachers. EVC/Provost Camfield pointed out that the law is different now: there is legislation that guides contracting out service that ensures prevailing wages and working conditions. However, he acknowledged that it is not as ideal as the normal ECEC. A Divisional Council member asked whether the same age groups of children would be served under the potentially new ECEC arrangement. EVC/Provost Camfield responded that that is being negotiated. He added that additional space may be needed, perhaps partially off campus, while keeping the original on campus space. It is critical to have sufficient space to provide child care safely during the pandemic.

**II. Consultation with Kurt Schnier, Associate EVC/Provost, Academic Planning and Budget and Laura Martin, Assistant EVC/Provost, Academic Planning and Institutional Assessment**

Assistant EVC Martin presented an overview of strategic plan. The strategic plan's purpose is to provide a "North Star" for the campus through 2030, align and unite efforts across campus in support of shared goals, guide resource allocation, communicate our intentions to external stakeholders, and facilitate philanthropy.

The strategic plan will include:

- 10-year plan to be implemented in fall 2021
  - Embedded 3-and 5-year goals/stepping stones to 2030
- Goals addressing
  - Student success
  - Development of the academic and research mission, including activities already underway
  - Enrollment growth to 15,000 by 2030
- Strategies to advance goals
- Infrastructure to support goals, i.e. facilities, IT plans, (hr/staffing plan, including to support research, business processes, etc.)
- Financial plan to support execution

Assistant EVC Martin explained that she added HR/staffing plan after her consultation with CAPRA last week.

She presented additional details about strategic planning:

- Align work across university in support of Indices of Success and Criteria
- Planning effort focused on
  - Enjoining, in planning, units and their staff that have not been involved in academic planning
  - Engaging students, alumni and community
- Working with CAPRA on the strategic planning process
- Will need to translate academic planning priorities into compelling description for non-academic audiences, internal and external.

Assistant EVC Martin also discussed faculty and Senate involvement in the strategic planning process. The administration has proposed to empanel a Strategic Planning Governance Committee which will include the EVC/Provost as Chair, four Senate faculty representatives including the CAPRA chair, four administrative representatives (two Vice Chancellors, Dean, University Librarian), a non-Senate faculty representative, a Staff Assembly representative, an ASCUM representative, and a GSA representative.

A Divisional Council member asked for the timeline by which the Governance Committee would be populated. Assistant EVC Martin replied the goal is to populate the committee in a month. Senate Executive Director Paul stated that CoC has identified two Senate representatives and will fill the remaining slots at their upcoming meeting.

A Divisional Council member pointed out that faculty have already done a significant amount of work on academic plans. He asked how he can encourage his colleagues to engage in strategic planning. Assistant EVC Martin suggested he assure his colleagues that faculty are the core of strategic planning, and that their academic plans will be used. Strategic planning is just a process by which the administration is inviting non-academic units into the conversation about campus planning. The administration is trying to get all support units on board with understanding the academic mission of the campus. In other words, strategic planning is just aligning the whole campus to support the academic function.

A Divisional Council member stated that in his previous experience, strategic planning leads to resource allocation. If this is a zero-sum game, will there be an adverse impact on faculty hiring with regard to administrative growth and how will that balance come into play when we examine the strategic direction that the campus is headed? We do not want faculty to suffer as a result of a strategic direction that competes with other priorities. APAPB Schnier responded that resources will be provide to support units on campus but those resources are for them to better support the academic mission and faculty needs. Those funds are lumped into a broader campus budget call so that all units will know to support the same goals that faculty are supporting.

### III. Chair's Report – Robin DeLugan

#### A. Deans' Council (9/29)

The main topics of discussion were the joint Senate/administrative committee on faculty and graduate student conflicts and the task force on medical education.

#### B. COVID-19 Emergency Operations Center/Cabinet Meetings (10/1 and 10/8)

- i. Merced County has dropped to Tier 2/red due to a reduction in coronavirus cases. However, the campus still needs to be cautious.
- ii. The administration is analyzing the results of the faculty survey about accessing their campus spaces.
- iii. The Senate plan on addressing structural racism was approved and the Senate is formulating an ad hoc committee to work on a proposal.

### IV. Consent Calendar

#### A. Approval of today's agenda

#### B. Approval of the [September 25 Meeting Minutes](#)

#### C. Approval of [Revised Principles of Shared Governance](#)

Current version available here: <https://ucmerced.box.com/s/xi2iry3r09ga9o5o5gn27m94ait2dnoj>

**Action:** the Consent Calendar was approved as presented.

### V. Emergency Course Continuity Policy – GC Chair Hratchian and UGC Chair Hibbing

The revised policy was approved by GC and UGC on October 1, 2020. The revised policy in tracked changes form was provided to Divisional Council members prior to today's meeting. The spring instructional proposal presented by VPDUE Frey and VPDGE Kello was also provided to Divisional Council members.

GC Chair Hratchian informed Divisional Council members that GC and UGC held a helpful consultation with the VPDUE and interim VPDGE. Originally, the two committees were asked to extend the policy until spring semester. However, the VPDUE and interim VPDGE asked if there were any courses that could be offered in person. Some lab courses and undergraduate and graduate courses were identified as being safe to hold in person. It became clear to GC and UGC that the policy does not specify when and under what conditions and terms would the campus return to normal, in person

instruction. “Hyflex” course are a hybrid, flexible modality of teaching whereby if faculty were to offer a course in person, but the campus was still offering remote learning, faculty would have to teach that course both in person and as an online course to accommodate students who are still taking courses remotely.

UGC Chair Hibbing explained that if faculty wish to have an in person component for their spring courses, they have to offer the course as a Hyflex. GC and UGC would have to approve Hyflex courses to ensure that students are being treated fairly. A Divisional Council member questioned why GC and UGC must approve Hyflex course requests and asserted that departments should have approval authority. GC Chair Hratchian replied that GC and UGC believed that curricular issues should involve the faculty as a checks and balances system. In addition, if a course has a TA, it is not clear what entity on campus was ensuring that TAs are not being forced into teaching environments they are uncomfortable with. UGC Chair Hibbing added that some members of UGC expressed concern about departments having authority over Hyflex course approvals, as some departments do not have a positive climate. A Divisional Council member argued that having GC and UGC approve Hyflex course requests is a violation of the spirit of departmentalization. The GC chair agreed and stated that GC members and UGC members were not unanimous on the issue of departmental authority or GC/UGC authority.

A Divisional Council member asked how faculty members would address the different learning outcomes while delivering courses with an in person and remote option. Offering an online component creates more work for faculty. A Divisional Council member asked who has responsibility of Hyflex course content. Another Council member stated that is problematic to use the Senate to circumvent a problematic department chair.

**Action:** GC and UGC will make modifications to the Hyflex course proposal and these will be distributed to Divisional Council members for review.

## **VI. Teaching Professors on CAP – CAP Vice Chair Ramesh Balasubramaniam**

CAP Vice Chair Balasubramaniam, who attended today’s meeting in the CAP chair’s absence, informed Divisional Council members that CAP discussed FWAF’s AY 19-20 request to expand the CAP membership to include Teaching Professors. CAP transmitted a memo in response to FWAF’s request and that memo was provided to Divisional Council members prior to this meeting. CAP Vice Chair Balasubramaniam summarized CAP’s memo, where one of the main points is that Teaching Professors, as Senate faculty, have the right to serve on any Senate committee. A Divisional Council member stated that he supports this point as long as CoC is diligent about CAP’s needs and will add a Teaching Professor who can represent the diverse expectations of the faculty in that series. Other Divisional Council members agreed that it is more desirable to add a Teaching Professor to CAP as a full time, regular member who would review all case files rather than as an ad hoc member who would only review cases of Teaching Professors. FWAF Chair Frank stated that FWAF will discuss this issue further.

**Action:** Divisional Council will continue this discussion after FWAF has held their follow up discussion.

## **VII. Administrative Equity Advisors (AEA)– D&E Chair Sandoval-Hernandez**

In response to a request from AVPF Valdez, D&E reviewed the proposed appointment of Professor Tanya Golash-Boza as the inaugural AEA, as well as the role and appointment mechanisms of inaugural and future AEAs.

The D&E chair summarized D&E's memo. Divisional Council members had no objections to the appointment of Professor Tanya Golash-Boza as the inaugural AEA.

**Action:** Divisional Council to email their comments, if any, on the AEA proposal.

#### VIII. Systemwide Review Items

A. Proposed revisions to [systemwide Senate Regulation 544](#) (Registration) – **CRE Chair Viney**

The revisions are intended to facilitate UC students' access to courses offered on other UC campuses by clarifying certain aspects of the cross-campus course enrollment process.

**Action:** Due to time constraints, Divisional Council members were asked to email their comments to Executive Director Paul.

B. UCEP's Proposed Revisions to [systemwide Senate Regulation 630](#) – **UGC Chair Hibbing** (Requirements for the Bachelor's Degree). The revisions aim to address confusion surrounding interpretation of 630.A and 630.D, particularly as it pertains to systemwide courses.

**Action:** Due to time constraints, Divisional Council members were asked to email their comments to Executive Director Paul.

#### IX. [Other Business](#)

A. Chair DeLugan asked Divisional Council members to review the Senate's existing policy on student participation on Senate committees.

B. FWAf Chair Frank stated that faculty are angered at the administration's lack of consultation with faculty or the ECEC advisory council in their attempt to locate external vendors to provide child care. As was stated earlier in this meeting, the ECEC advisory council sent a memo to the administration in 2015 detailing the negative aspects of privatization. FWAf is currently drafting a memo to EVC/Provost Camfield. Chair DeLugan stated that Divisional Council could provide comments on the memo if FWAf requires this. Other Divisional Council members agreed that the administration did not communicate properly and the Senate should ask them for a justification.

**Action:** Senate Executive Director Paul will follow up with Divisional Council members via email to determine if they would like to draft a memo to the administration on the lack of consultation with regard to the privatization of child care.

There being no further business, the meeting was adjourned at 11:30 am.

Attest: Robin DeLugan, Senate Chair