

DIVISIONAL COUNCIL
Minutes of Meeting
Thursday, September 16, 2021

Attendees: Chair LeRoy Westerling, Vice Chair Patti LiWang, Christopher Viney, Ramesh Balasubramaniam, Kevin Mitchell, Erin Hestir, Holley Moyes, Jason Sexton, Jesus Sandoval-Hernandez, David Jennings, Justin Yeakel, Min Hwan Lee, Jeff Butler

I. Chair's Report – *Chair Westerling*

Chair Westerling shared with Divisional Council the various topics of conversation in his recent meetings with the administration:

- Potential Unit 18 lecturer strike
Various contingency planning is underway which School of Natural Sciences Dean Betsy Dumont discussed later in the meeting.
- There will be a sustained effort to solicit faculty input on medical education.
- Support for faculty grant administration. Activity has begun in the schools to rectify these problems.
- Hiring of postdocs. The process as outlined in the proposed MAPP 500 section that was disseminated for Senate review last year is burdensome and bureaucratic. Chair Westerling again pointed out the need for reform to the EVC/Provost. The EVC/Provost stated that federal requirements dictate there be some type of process, but it does not have to be exactly what was proposed by APO under MAPP 500. One option is to require faculty members to prepare a simple document attesting that they followed the law when hiring their postdocs. Chair Westerling added that he will ask Senate Office staff to research how other UC campuses handle postdoc hiring.

II. Consultation with SNS Dean Dumont

SNS Dean Dumont presented slides on the potential instructional workforce challenge:

- Current Unit-18 Lecturer contract was effective February 29, 2016 - January 31, 2020
<https://ucnet.universityofcalifornia.edu/labor/bargaining-units/ix/contract.html>
- The University and the UC-AFT have been negotiating a successor collective-bargaining agreement since April 2019
- Since the contract is expired, we are currently in status quo
- AFT declared impasse on June 18, 2021
- The University and AFT are currently working with a State-appointed mediator

Dean Dumont then presented data on the number of courses taught by Unit 18 lecturers by school.

The campus priorities with regard to the instructional challenge are:

- Ensure that students have excellent educational experiences, especially 2nd year students.
- Ensure that graduate students are able to focus on research and scholarship.
- Ensure that faculty are able to fulfill the research and scholarship mission of the campus.
- Ensure that any cancelled classes do not affect time to degree or financial aid.
- Maintain or raise enrollment.

Potential Contingencies - Lectures for 1-3 week work stoppage:

- Seek consent for access to affected CatCourse sites for the purpose of instruction.
- Temporarily cancel lectures and consolidate all material into remainder of the semester.
- Seek consent to re-use recorded lectures. Assign faculty member to manage quizzes/exams and TAs.
- Department Chairs request that faculty step in to cover courses.
- Suggest UC Online to students who need Math.
- Consider cancelling classes that are not required or would not affect time to degree.

Potential Contingencies - Lectures for 3+week work stoppage:

- Elevate a senior graduate student to IOR. Faculty are required to oversee TAs.
- Assign existing faculty member and administrators to teach courses or sections.
- Search for more instructors (e.g., emeritus faculty).
- Recall faculty from course releases.
- Consider alternative teaching modalities.

Potential Contingencies – Labs and Discussion Sections:

- Combine sections where possible.
- Assign more sections to TAs (with or without reducing time spent grading) and pay them for that time.
- Pair advanced undergraduate “TAs” with experienced graduate student TAs.
- Provide worksheets in lieu of discussions and encourage students to use Tutoring Centers.
- Encourage students to use discussion sections as group study sessions. Consider assigning tutors to sections.
- Consider canceling some upper division courses with TAs and re-assigning TAs to lower division courses.
- Consider requesting P/F and reduce graded assignments.

Potential Contingencies – Actions:

- Combined sections where possible.
- Identify courses that are required for majors/minors.
- Deans are actively discussing priorities and contingency plans with Department Chairs.
- Encourage faculty to upload syllabi before the start of classes.

Dean Dumont ended her presentation by stating that the campus needs to consider whether it is overly reliant on Unit 18 lecturers.

A Divisional Council member asked how much lead time the campus will receive if the union goes on strike. Dean Dumont answered that the campus typically is only notified a day or two in advance. Dean Dumont also pointed out that it is illegal for faculty to ask Unit 18 lecturers if they are planning on striking. The same rule applies to asking TAs this question, but presently, the campus has no information about the TA union plans. Divisional Council then briefly discussed messaging around the potential strike, specifically the negative impact on our undergraduate students.

A Divisional Council member suggested that campus leadership hold a preemptive discussion about the potential strike so that all campus constituents are aware of what may happen. This discussion could be quite informative for faculty members who otherwise planned to not cross the picket lines. Dean Dumont stated that while current union negotiations with UC are private, she may be able to find public, archived background documents to share with the campus for informational purposes. Another Divisional Council member pointed out that the Senate should also have a role in educating faculty about the issues at hand in the interest of shared governance.

III. Consultation with Interim CFO Schnier

Interim CFO Schnier provided an update on Alpha Financials.

The system was launched in mid-January without the proper infrastructure. His division had to deal with data integrity and data conversation issues immediately after the launch. There are two main issues: 1) addressing the procurement problems that were present before the launch and 2) addressing the procurement problems that have arisen with the system itself (user end problems). Interim CFO Schnier stated that the campus had to launch the system in January because it would have cost the campus \$1 million per month for every month after January if we delayed. UCLA was no longer able to manage our financial systems. UCM tried to locate another campus to partner with but was unsuccessful; this necessitated the launch of our campus system.

CoR Chair Sexton stated that CoR is receiving a lot of feedback from committee members and faculty about campus research infrastructure problems, specifically procurement, reimbursements, and grant administration. The committee is drafting a memo on this topic. He asked about the future of the Alpha Financials system. Interim CFO Schnier replied that the system has greater capacity than what the campus had before, but it is not supporting the campus in the way that it should at the moment. His division is busy addressing various crises. CoR Chair Sexton stated that he has heard feedback from RAs that the new system is burdensome and onerous and inquired whether additional staff support is needed. Interim CFO Schnier answered that he has received that same feedback from RAs and will consult with them further. RAs are not receiving accurate information from the system which is an integration problem.

A Divisional Council member asked whether the campus has a short-term plan to cushion faculty from this system that is clearly broken. Faculty are unable to conduct their research because they are unable to order the appropriate materials from the system and are spending an inordinate amount of time troubleshooting. Interim CFO Schnier replied that the system is designed to be a self-service system for procurement, but he is aware of the problems. CBS2 is hiring new staff (and re-hiring staff that previously separated from the campus). The plan is to bring several CBS2 staff to campus, base them in KL, and have them go to the schools and labs and help faculty and their lab groups with purchasing. A Divisional Council member stated that CBS2's processes are inconsistent. She and her staff spend a lot of time training themselves on a process they are told to follow, but they discover

the process changed the next time they attempt to make a purchase or process a reimbursement. Interim CFO Schnier replied that CBS2 has had to streamline processes, but he was not aware of such inconsistencies. Another Divisional Council member was concerned about the idea that the system is meant to be self-service and pointed out that faculty cannot become purchasing agents; the campus must employ staff for purchasing, reimbursements, and to manage contracts and grants. Interim CFO Schnier agreed. He also acknowledged the backlog in Service Now that his division is working through.

Senate Chair Westerling pointed out that his grants have complex rules dictated by various federal funding agencies. It is critical that the campus employ staff with the expertise to manage faculty grants and he is concerned about the attrition of RAs. Since RAs are housed under ORED and not CBS2, he questioned why it is beneficial to increase staffing in CBS2. He asked what the campus can do to create surge capacity to backfill the staff shortage in research administration. Interim CFO Schnier replied that he wants more staff in the schools that serve as intermediaries or liaisons who can work with the RAs as an interface. These liaisons could be the middle layer in between the centralization layer (RAs and CBS2) and the end user layer (faculty and their research groups).

A Divisional Council member asked if the user interface of Oracle can be changed to make it easier for faculty and their research groups to use. Interim CFO Schnier answered that he is working with Deloitte on this request. He empaneled a procurement task force which includes faculty members and the objective is to walk through the user interface with Deloitte to show them the problems. For example, he and Deloitte are trying to fix one of the worst problems of the system: COA POET and POETAF for externally awarded projects.

Divisional Council members expressed concern that the administration does not see the problem as urgent when in fact several faculty members are on the job market because they cannot do research at UCM due to the broken financial system. The goal of UCM reaching R1 status is in danger. Interim CFO Schnier acknowledged the urgency and stated that the CBS2 staff will be on campus and available to help the schools and faculty by October 1. He will also plan to speak with Interim VCORED Zatz about research administration support. He added that he would like to attend meetings of individual Senate committees to consult on Alpha Financials.

- IV. Consent Calendar
 - A. The Agenda
 - B. September 2 Meeting Minutes
 - C. Reserve CAP Conflict of Interest Policy

Action: the Consent Calendar was approved as presented.

- V. Discussion: Senate Goals for AY 2021-2022

On September 2, Chairs of CoR, GC and UGC reported their respective priorities for AY 21-22. Due to time constraints, it was agreed that this item be revisited at the September 16 meeting. The goals were linked on today's agenda.

Divisional Council at-large member Yeakel stated that he is the representative to the Faculty Advisory Committee on Sustainability (FACS) and will update Divisional Council accordingly.

EDI Chair Sandoval-Hernandez shared his committee's goals:

- Encouraging a systematic way to incorporate contributions to diversity in faculty advancement and promotion cases.
- Collaborating with campus groups including the Staff and Faculty of Color Association
- Educating the faculty on the importance of EDI

Chair Westerling offered Divisional Council's assistance in EDI's messaging if necessary.

CRE Chair Viney shared his committee's goals:

- Including Teaching Professors on CAP
- Helping other faculty committees and constituencies to avoid non-inclusive language in Bylaws, Policies and Procedures
- Assist Senate with lab safety language and interface with EH&S.

VI. Update on Fall Instructional Plans – UGC Chair Moyes and GC Chair Hestir

In response to faculty's concerns about the campus's responsiveness to the pandemic, UGC Chair Moyes and GC Chair Hestir are drafting a memo on the various aspects of monitoring they are conducting, including maps and thresholds that would trigger instruction modality pivots. The data will include plans from other universities as well as K-12 institutions. This information will be conveyed to faculty to allay their concerns over planning.

UGC Chair Moyes stated that the committees are receiving many requests to create online courses or to change the modality of existing courses. The campus needs to carefully consider the pedagogical consequences of approving these requests, otherwise, our students could inadvertently end up with online degrees. There is a meeting schedule for September 20 with UGC, GC, VPDGE Kello, VPDUE Frey, and Assistant EVC/Provost Martin to discuss this issue. Senate Chair Westerling requested to attend this meeting. Another meeting will also be held with the deans. The plan is for: 1) students to utilize MyDegreePath to track the percentage of online courses in their major and 2) tracking on a programmatic level through curriculum mapping to indicate how a student can get progress without ending up with an accidental online degree. There may also be a residency issue related to students paying to live on campus but are taking a lot of online courses. There are currently no online degrees in the UC system. If the UC wants to propose an online degree, the university has to prove to WASC that it can provide adequate infrastructure support for students.

Senate Chair Westerling stated that the issue of online courses arose during a systemwide meeting with Division chairs and it was agreed that the UC needs to think about the long-term trajectory. If the UC allows more online courses, what will the institution look like in ten years? How will online education affect the UC brand and reputation?

VII. Update on CAPRA's Meeting with EVC/P Camfield – CAPRA Chair Mitchell

CAPRA's main task this year is the review of the phase III school and division academic plans and a consultation with the school deans and division leads. This review and consultation will lead up to a

campus budget call in the spring semester where CAPRA will review budget requests and advise the EVC/Provost.

VIII. Other Business

Chair Westerling updated Division Council members on the following:

- The cohort-based tuition model was approved and return to aid was increased. Divisional Council should discuss the impact with Interim CFO Schnier.
- Patent administration shifted from UCOP to individual campuses. UCOP also wants to revise the APM to emphasize patents in faculty personnel review.
- UC Provost Brown wants to eliminate the systemwide review of self-supporting programs and give authority to the individual campuses. This is somewhat problematic as campuses appreciate systemwide reviews due to conflicts of interest at the campus level.
- Continued collaborations with community colleges with regard to transfer students
- Discussions about the relationships between medical centers on UC campuses.
- Discussions about COVID-19 surges this winter: whether mask-wearing will be required in classrooms; which courses would go online first if we had to pivot the modality; and testing of students. Divisional Council will consult with Chief Resilience Officer Andy Boyd about these issues.

There being no further business, the meeting was adjourned at 1:30 pm

Attest: LeRoy Westerling, Senate Chair