

**REGULAR MEETING OF THE UC MERCED DIVISION  
MINUTES OF MEETING  
December 6, 2007**

**I. CALL TO ORDER**

Pursuant to call, the UC Merced Division Academic Senate met on Thursday, December 6, 2007, in Room 232 of the Kolligian Library. Senate Chair Shawn Kantor presided. Chair Kantor welcomed participants and called the meeting to order at 2:00 p.m. Chair Kantor acknowledged the presence of distinguished guests UC President Robert Dynes and system-wide Senate Chair Michael Brown. He thanked Chancellor Sung-Mo “Steve” Kang and Provost Keith Alley for making themselves available to provide updates on the state of the campus.

**II. ANNOUNCEMENTS**

- *Senate Chair Shawn Kantor*

In addition to academic planning and space issues, much of the Council’s time has been devoted to the consideration of the Medical School Plan that Dean Maria Pallavicini has put forward. We have submitted to her seven pages of questions and she delivered back three times that much in response. This information will be placed on the Medical School website. The next step is for the Senate to solicit the comments of all Senate members via a survey or vote on whether or not UC Merced should continue to plan for a school of medicine. The Regents will make the ultimate decision on the issue of continuing to plan. However, the item will not be placed on the Regents Agenda without approval from the President’s office. It is uncertain whether the President will support continued planning in the absence of a formal Strategic Academic Plan.

- *Chancellor Sung-Mo “Steve” Kang*

**Section 404 Permit Process.** The environmental permit process for the campus continues but has been modified. The original 910 acre footprint has been reduced to 810 acres and moved slightly south. This change is not expected to affect the overall scope or mission of the university. This new approach should allow the process to move along with renewed vision and momentum.

**Student Enrollment.** Compared to last year, undergraduate student enrollment is much improved. Graduate enrollment has grown to 130 students, ten times the number of our first contingent of graduate students who began in 2004. Faculty participation in the many student-yield events played an important role in both attracting and retaining students.

**Child Care Center.** Vice Chancellor Mary Miller’s group is working diligently on opening a child care center on our campus. The facility is expected to open by January 2009, and will accommodate 50 to 80 children.

**Strategic Academic Planning.** The SAP process was launched in August. A leadership team identified seven areas of strategic emphasis to guide the university in the disciplined pursuit of its mission: (1) Deep engagement in student success, at both the undergraduate and graduate levels; (2) World-class interdisciplinary research and education, with an emphasis on programs that take advantage of UC Merced's unique location and faculty; (3) Excellent educational offerings and outstanding research in core disciplines, both undergraduate and graduate; (4) Cutting-edge professional educational offerings, both undergraduate and graduate; (5) Commitment to supporting a diverse community of students, faculty and staff and to ensuring a high quality of workplace for all constituents; (6) Vital research and education in a global context; and (7) Robust relationship with the region to promote economic development.

On November 30, 2007, a full-day retreat was held and from that discussion three subcommittees were identified: *Subcommittee 1* will provide a vision for the academic organizational structure best enabling UC to achieve its undergraduate, graduate, and professional goals during the next two decades. *Subcommittee 2* will provide a vision of the types of graduate and professional programs that UCM should aspire to build in the next two decades. *Subcommittee 3* will provide a vision of what UCM's undergraduate programs and core disciplines should aspire to become in the next two decades.

The Chancellor acknowledged that the committee's timeline is tight but added that he is confident that the final report will showcase a collective vision to the community, to the President's Office, to the Regents, and other supporters, so that they can all support our programs. The goal is to have the subcommittee reports by the end of March. Following campus-wide consultation we will move on to see what type of metrics should be created and used to monitor our progress. Also, what type of process should be introduced so that we can allocate our precious resources effectively and with transparency. Then, on May 9, 2008, we will come up with a first report for campus-wide distribution and comments. The committee will reflect on those comments and come up with a second draft by the end of June 2008.

The Chancellor stressed the need to continually communicate our goals and he has formulated an acronym for Merced: **M**odel university of the 21<sup>st</sup> century, **E**ducation, **R**esearch, **C**ommunity engagement and service, **E**conomic development and a green environment, and **D**iversity. He added that, with faculty participation, we will make great progress. He concluded his remarks by mentioning that just this morning President Dynes talked about the possibility of providing additional support.

### *Questions & Answers*

**Q** About Strategic Planning, my concern is with Subcommittee 2. Will the current graduate groups have input into that process between now and March when the subcommittee does its report? Or how will they get input from all the graduate groups? I'm concerned.

**A** They will absolutely have input; we will facilitate that. If a committee needs certain information to do a thorough job or if they need to meet with the Deans, graduate groups, and so on, they should do so. At the same time, I read our report to the President's Office on Enrollment Planning document that has a lot of good information. Each School also has a role in the Academic Plan. All this information needs to be matched together.

**Q** The risk is that the current graduate groups will be underrepresented in the school plan or in the Long-range Enrollment Plan, and that they will lag behind the schools in terms of developing detailed strategic plans.

**A** If you look at this region's top two priorities they are 1) competitive faculty salaries, and 2) graduate education. We need to put great emphasis and effort into how we can build great graduate programs on our campus.

**Q** Under the current structure, FTEs go to the school and the number of FTEs is pegged to the number of bodies that we can put in seats in the classroom. So the FTE goes to the school, the school writes their strategic plan, essentially based on their need for undergraduate teaching, and then we have all these graduate groups that have no means to really get any resources to support themselves. I agree that there is an excessive reliance in things such as the written plans of the schools and it is a really bad idea. Graduate groups are relatively powerless entities that really need to be consulted.

**A** That's why I think it's important that we do have this strategic planning and that's why participation by the full faculty is really important.

- ***Executive Vice Chancellor and Provost Keith Alley***

**Student Enrollment.** As mentioned earlier by the Chancellor, our enrollment is up. For the fall 2008 semester the number of applicants from first-year students is somewhere around 9000, about a 15% increase over last year at the same time. Transfer student applications are over 1000 compared to 700 last year, a 37% increase.

**Part-Time Administrative Positions Filled.** The new *Vice Provost for Undergraduate Education* is Professor Christopher Viney. The new *Vice Provost for Academic Personnel* is Professor David Ojcius.

**Core 100.** As many of you already know, I have suspended resource support to Core 100 for the semester. It was clear that we were going to have a great deal of difficulty delivering it and also delivering the necessary upper division courses for the majors. Each of the Schools is hopefully working on a plan to supplant Core 100, at least for now. Certainly, one of Vice Provost Viney's initial jobs will be to look at the whole core curriculum, the idea of the college system, and how we move forward, and whether we become a campus that has a college system or whether we don't.

**Q** For the record, making a decision about Core 100 is a curricular decision that is the Senate's responsibility.

**A** The Senate was consulted. There has been an ongoing dialogue with the Undergraduate Council (UGC). However, due to the timing issue, an interim solution had to be found. UGC will continue to take the lead on this issue.

**Space.** We are looking at alternative space opportunities and are focusing on three areas: modular buildings, the center of the third floor of the COB, and leasing retail space. The big issue obviously is around laboratory space, and especially around wet laboratory space.

**Q** How would you see the process for engaging faculty, the graduate groups, and Science and Engineering faculty in distribution of the space?

**A** First we have to identify the space. This first phase is simply to identify where there is space in the community and how we can use modular units on the campus. Once we get all the data, including costs, we will bring it to CAPRA. Right now we are talking with the Deans.

**Q** Is there a possibility to get the timeline for building SE2 moved up? It is currently scheduled for 2013 but was originally scheduled for 2012.

**Comments:** Several comments were made in response to the above question. President Dynes said that UCOP could put this item back on the table and rethink it. Vice Chancellor Miller said that her office has been looking at alternative funding methods and that there other parties are interested in helping our campus grow. These efforts will continue. Another consideration is a bond election. One faculty member suggested that UCOP consider diverting another campus's funds (monies that have been allocated but their use is delayed) to UCM. The President responded that this has happened in the past, although rarely.

- ***Michael Brown, Chair, Academic Council***

Council Chair Brown said that he was in attendance to listen and that that he is personally interested in Merced's success. He especially offered his support to his Merced colleagues "who are at the frontiers of a very new enterprise." He acknowledged that "some of the glow has gone off as you are actually in the throws of making it happen."

He then thanked Chair Kantor and the Merced Division for the invitation to attend today's meeting. He also thanked President Dynes for allowing him, as the Senate Chair, to accompany him on his Promise and Power of 10 campus visits.

#### **IV. DIALOGUE WITH THE PRESIDENT – *Robert C. Dynes***

UC President Dynes explained that in 2004, a Long-Range Guidance Team, comprised of UC Regents, Chancellors, faculty and staff, was asked to explore a fundamental question: What will the University of California need to look like to serve the needs of the people of California 20 years from now? To help think through that question, the group met with experts in demographics and economics; with leaders from business and education; and with public officials. It explored different scenarios for California's long-term future, and in their light considered how the University of California of 2025 would have to adjust.

Dynes said that the vision that emerges is a system that works as one university, propelled by the *promise and power of its ten campuses*. It is based on a future of the university that is cross-disciplinary, nimble, innovative and responsive to the needs of society. This past year the President has been traveling to each UC campus, at the invitation of the Academic Senate, talking about this and listening to each campus's perspective. He then gave examples where this concept has already worked to the advantage of all:

- *California Digital Library*. The University of California libraries work together to expand the scope of their collections, improve access to information, and develop alternative modes of scholarly communication in support the University's teaching and research. Collectively, the more than 100 libraries on the 10 UC campuses make up the largest research/academic library in the world, with over 34 million volumes in their holdings and significant digital collections.
- *Creating Institutes*. **CITRIS** – Center for Information Technology Research in the Interest of Society. Lead campus: UCB, cooperative campuses: UCSC, UCD, and UCM. **Calit2** – California Institute for Telecommunications and Information Technology. Lead campus: UCSD, cooperative campus: UCI. **CNSI** – California Nanosystems Institute. Lead campus: UCLA, cooperative campus: UCSB. **QB3** – California Institute for Qualitative BioSciences. Lead campus: UCSF, cooperative campuses: UCB and UCSC.
- *Strategic International Alliances*. Gretchen Kalonji, Director of International Strategy Development is working to create new models for international engagement. There are three initiatives in development with China, Mexico, and India. In China, UC already has approximately 130 research projects, primarily in agriculture, health sciences, and engineering. Working with China's Ministry of Education, the ten UC campuses will affiliate with ten Chinese universities to explore new models to integrate research and education. This new alliance has come to be called the 10+10. The China Scholarship Council is re-establishing a program to support doctoral students studying abroad. The Chinese national Commission of UNESCO will also be involved, providing opportunities for UC faculty and students to undertake research projects at UNESCO.

UC campuses currently have collaborations with several Mexican universities, particularly through UC-MEXUS. Under development with the National Autonomous University of Mexico, new models are being developed. UC Riverside and UC San Diego will likely serve as pilot sites for new programs.

- *Systemwide School of Global Health*. Currently being developed by former UCSF Chancellor Haile T. Debas. Once fully developed, the Divisions will be asked to review and comment.
- *Science and Math Initiative*. Back in 2004, as part of the Governor's Compact with UC and CSU, established as one of its highest priorities the statewide improvement of K-12 science and math instruction. The goal was to improve the supply and quality of science and math teachers in the State of California and thus help better position the State for economic recovery.

Before inviting comments, President Dynes shared the reaction of several other UC campuses to his concept of the promise and power of 10. He said that some campuses have said “Excellent, right on!” other campuses have said “What’s in it for me?” It has generated some debate. One thing is certain, the other campuses want the University to be as strong as possible and in the case of Merced, there is strong sentiment that it must be successful.

*Questions, Answers and Comments*

**Comment:** I especially appreciate your comment regarding China. I visit China frequently and when you say you are a professor from the University of California, be it Berkeley or Merced, you get a lot of respect.

**A** You’re right, it does mean an awful lot. Interestingly, when I met with the Minister of Education he showed by a stack of paper and said that it was our California Higher Education Master Plan translated into Chinese. The Minister said that they have read it and have identified which of their universities are for research, those that are CSU equivalents and those that are community colleges.

**Q** Since you’re talking about foreign countries, that brings up the subject of how to fund foreign graduate students which has been a hurdle for all the campuses.

**A** We haven’t solved that yet but there are steps on the way. For example, the non-resident fees for foreign students. Fees come from the state and then back to the University. UCOP skims off a teeny tiny bit of that — not much I assure you — and then the funds go back to the campuses. The thing that I’ve done at this stage, is to flag that money as it goes back to the campus, indicating that this is out-of-state fees and is to be used for graduate education.

**Q** That works for campuses where they have a population of foreign students and have been paying those fees. But we’re on a growth mode where we need capital funds to bring the students here so that we can basically recycle that money.

**A** I agree. Quite a few years ago the University of California negotiated with the state for funding based on the number of students and not on the basis of what the education costs. There should be a funding rate for graduate students, a funding rate for upper division undergraduates, and there should be a funding rate for lower-division undergraduates.

**Q** We have a very high fraction of Science and Engineering students here and it is very expensive to educate them. I don’t think that we want to be in a situation where we are closing the door for people who want to be an Engineer or a Scientist. Other state universities charge different rates for some majors, are you considering that?

**A** Perhaps we should think about that. We have really overstayed our welcome on this single number of dollars per student. I felt uneasy when it happened and I didn’t know why, but now I know why I was uneasy. We have sort of mortgaged the future. If you look at the ratio of active graduate students to undergraduates it has continued to drop.

Compared to our competition, we are dangerously low in the number of graduate students and we're a research university. Our undergraduates should be leaning the creative process from the graduate students, postdocs and faculty. The incentives are in the wrong place and there has to be change. Insofar as there is a difference in what it costs to educate an engineer compared to a sociology major, we need to recognize that.

**Q** In light of your recent announcement that you are stepping down as President, is there a search for your successor? Further, what are the qualities that person should possess?

**A** Yes, an active search has begun. The qualities that I believe are necessary — some of which I think I don't have — is a person who has the ability to bring a group of loose cannons together (The Regents). For whatever reason, I wasn't able to do that. The next UC President needs to command the respect of the entire state.

**Q** I hope the new president can create advocacy for graduate students and graduate research. Someone to bring to bear the full force of what graduate study and graduate research brings to the state. I've always thought that the OP has missed an opportunity to bring that together with organized labor and industry.

**A** As Council Chair Brown just noted, we have a new Vice President for Research and Graduate Studies, Steven Beckwith, who will work to provide support to faculty and researchers at our ten campuses and the three UC-managed National Laboratories. He'll also ask a broader question of how do we muster the support of our alumni and industry (financial, hi-tech, biotech, entertainment, agriculture), and how do we deal with labor in a way that isn't always contentious. Another big issue is Sacramento. We have to educate all of them to the value of the University of California as a long-term investment.

**Q** What are your thoughts about degree programs from independent institutions? I believe they are attracting some of our students, particularly the transfer students. I fear that industry will start to recognize these program degrees and that will ultimately have an impact on the UC system.

**A** I hope you're not right. The number of applicants to the University of California keeps going up, and so it's not an immediate issue. People still continue to be proud of being a graduate of the University of California. Your question stimulates a lot of different thoughts. Degree inflation just happens and we will hopefully never become a degree-for-hire institution. But there are a lot of them, and hopefully society looks to see where that person was educated. I don't believe we should compromise what we do. The research university is the place to teach how to be creative. It's what we do and it's what we do best.

**Q** In terms of justifying state funding, we must articulate the true value of a University education versus that kind of experience (via technology, private communications, web-based, easy access, etc.).

**A** Yes, that's part of it but not all of it. Young people that come from environments and families where's there's no experience with research universities may not know what we are saying when we say "this is a really creative environment." We have to do better of communicating our message.

**Q** It seems that this is the place where industry could also help us out. They can help make the point of the value of a UC degree when students hear that this or that company favors candidates with a research university degree.

**Q** I want to go back to the "one university" discussion. That's very powerful with the amount of students that we have, the number of outstanding faculty that we have. It works for us in terms of the library, in terms for research, in terms of reputation. In my role as Vice Chancellor for Administration it doesn't seem to work very effectively. Administrators at UCOP and at the other campuses are very helpful when it comes to advice, when data is needed. But I don't see it with regard to funding, I can't see where there's any benefit to UCM being part of this wonderful single university when it comes to funding. Some campuses are taking in more money than they are spending and are seeking ways to invest their balances . . . we do not have balances to invest. So the rich get richer and we continue to struggle. Is there not any way that we can benefit as a single university by sharing some of those resources?

**A** Let me give you one or two examples and finish by saying we're still learning. We have learned that by putting our debt together we have a higher debt ratio which allows us to borrow more. The ultimate fiduciary responsibility rests with the University of California.

**Q** Yes, but we (Merced) still have to pay it back.

**A** Yes indeed, but you don't have to pay quite as much. All right so there's one benefit. So we are learning. Let me go to student issues because that's where we really should be working hard. It struck me as odd that we don't have a better communication system with our student applicants. At the same time a student receives a letter from Berkeley saying "sorry you have not been accepted" they should receive a letter from Merced saying "congratulations." We are working on this.

There's a third example. We have five UC Medical Centers and we now negotiate as a system. This is very powerful.

### **III. SPECIAL ORDERS – CONSENT CALENDAR**

**ACTION:** Members approved the consent calendar and received the annual reports as information as noticed.



#### IV. COMMITTEE REPORTS

- **Committee on Academic Planning and Resource Allocation – Professor Evan Heit**

In addition to a wider strategic academic planning process that we're doing, there's also a yearly process where the school's graduate groups and institutes put together their plans. I think we're getting good at that process now. We have more data and we have more experience. Perhaps the wider planning will lead CAPRA to changes next year. We have posted CAPRA's *Guiding Criteria for Evaluating Schools' 1-year Academic Resource Plans and School and Graduate Group 5-year Strategic Plans* on the Senate website (<http://senate.ucmerced.edu>). We've tried to make these as clear as possible and I encourage everyone with questions about this process to look at the Senate website. To focus on the positive, when I say that we've all been improving in planning, to be specific one way is in terms of prioritization. I think the school's priorities have been clearer every year and I am confident that trend is going to continue. The other improvement is better consistency. Consistency is very important because the graduate groups don't get to request their own faculty lines. That the school's plans are now consistent with what the graduate groups need, there has to be a meeting between research and teaching in this planning process. Likewise, from one school to another, it is very important that the schools talk to each other.

- **Committee on Academic Personnel – Professor David Ojcus**

Because of my recent administrative appointment I will be resigning from CAP where I have been Chair for almost three years. CAP observations include:

- Personnel cases, compared to previous years, are being prepared more consistently.
- There have been fewer problems with the cases we've been reviewing.
- We had many administrative comments that were sent back to the schools regarding preparation of certain cases. Last year's Administrative Comments have been incorporated into the CAP 2006-2007 Annual Report which is available at the Senate's website. The number of administrative comments has decreased.
- We continue to rely strongly on our external CAP members. We have greatly benefited from their help but will begin to replace them with Merced members over time.

- **Committee on Committees – Professor Michael Colvin**

As I look around the room I don't think there is a single person here that I haven't contacted in my past year and a half as CoC Chair. So I thank all of you have already said yes and I ask your help in broadening the engagement of your fellow faculty in these important Senate committees. On the one hand there is some criticism that we are becoming a benign oligarchy where we have the same people in the same roles or more or less the same roles, trying their best in the best of cases, but not getting a lot of engagement from other people.

- **Graduate and Research Council – Professor Anne Kelley**

We all need to be thinking carefully about new graduate programs. We currently have one graduate program, the Interim Individual Graduate Program (IIGP) that was granted by the system-wide committee which deals with graduate affairs: the Coordinating Committee on Graduate Affairs (CCGA).

This initial approval allowed Merced to get Ph.D. programs off the ground without having enough faculty to have graduate programs. This approval has since expired but was recently extended on a one-year-at-a-time basis.

Undergraduate Programs can be established at the campus level. If we want to institute a new major in X we can do it ourselves, we don't need system-wide approval. That's not the case for graduate programs. We just got the Environmental Systems graduate program fully approved as a stand alone program that can grant graduate degrees. We still have eight IIGP graduate groups which are acting like graduate programs and developing their own curriculum. CCGA really would like to see us bringing these to maturity and applying for full graduate group status. Therefore, as one of my main roles as GRC Chair, I will encourage some of these groups that look like they might be close to being ready to go, to actually getting it done. It is a lot of work

My sense from talking to CCGA is that they are really supportive of us, they really want us to get our own graduate programs off the ground. They are really going to try to give us the benefit of the doubt to the extent that they possibly can. So, take that information back to your graduate groups and try to get things done.

- **Undergraduate Council – Professor Peggy O'Day**

UGC has been busy in a couple of different fronts. We are working to clarify the procedure and policies for both course and program approval. In addition to efficiency, streamlining the process will allow for consistency and uniformity at the university level in terms of programs and courses. We've been working with our new Registrar, Kevin Browne, and I hope that the faculty can bear with us a little bit longer as we try to continue this process and, hopefully, we will launch an electronic system later this year. Streamlining the process will allow the faculty to focus on the important academic aspects.

A second area that UGC has been starting to work on is admissions. We've been working with Admissions Director Encarnacion "Chon" Ruiz and the Registrar on strategies for improving not only our applicants but our yield. Faculty will be invited to participate in a number of recruitment activities, hopefully in a strategic way. We also want to bring our graduate students to the undergraduate recruitment process.

Thirdly, mentioned earlier, UGC is working on the issue of general education and College One. Now that we have our new Vice Provost for Undergraduate Education that will be a top priority. We will also bring more faculty into this discussion to clarify how we want to deliver our education.

There being no further business the meeting adjourned at 4:00 p.m. Members were reminded of the Chancellor's reception immediately following the meeting in honor of President Dynes.

Attest: Shawn Kantor, Chair

Minutes prepared by: Nancy Clarke, Senate Director