

REGULAR MEETING OF THE UC MERCED DIVISION
November 8, 2012
MINUTES OF MEETING

I. CALL TO ORDER

Pursuant to call, the UC Merced Division Academic Senate met on Thursday, November 8, 2012 in the Garden View Dining Room of the Yablokoff-Wallace Dinning Center. Senate Chair Peggy O'Day presiding.

II. ANNOUNCEMENTS

A. Division Chair Peggy O'Day

The Senate Chair thanked everyone for attending the meeting and introduced Chancellor Leland and Acting Provost/EVC Traina. One of the purposes of this meeting is to provide information on current Senate activities.

Members were reminded that the Spring Meeting of the Division would be scheduled shortly and that further information would be announced.

As an effort to improve communication to and from the Academic Senate, the Senate Office has begun distributing a monthly Senate Newsletter. Chair O'Day reminded members that feedback would be welcomed on ways to improve the Senate Newsletter.

III. CONSENT CALENDAR

A. The April 12, 2013 Meeting Minutes were approved as presented.

B. The following 2011-2012 Annual Committee Reports were approved as presented.

- [Division Council](#)
- [Committee on Academic Personnel](#)
- [Committee on Academic Planning and Resource Allocation](#)
- [Graduate and Research Council](#)
- [Committee on Rules & Elections](#)
- [Undergraduate Council](#)

IV. CONSULTATION WITH CHANCELLOR LELAND & ACTING PROVOST/EVC TRAINA

A. Budget Requests and Strategic Focusing

Proposed CAPRA FTE Requests Process

CAPRA has been working with Chancellor Leland to develop a new process for FTE Requests that would better align faculty growth with research strengths of the campus. In the absence of CAPRA Chair Amussen, CAPRA Vice Chair Meyer was asked to provide an overview of the proposed FTE Request Process.

Vice Chair Meyer stated that the goal of the proposed process is two-fold: 1) it aims to align key hires to the research mission of the institution by linking the FTE process to graduate groups; and 2) it could help fix problems associated with the development of School Strategic Plans.

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Last year during CAPRA's review of the School Strategic Plans, it became apparent that the plans were not very strategic in nature and lacked links to teaching and/or research needs of the Schools. In addition, there was lack of consultation between the School Deans and faculty. CAPRA hopes this new process will improve communication between faculty and Deans. Proposals from graduate groups as submitting entities would require a review by the School Executive Committees and Lead Dean assigned to the Graduate Group.

The review process would also enable cross-school and cross-graduate group communication by allowing groups to find possible connections that would help develop stronger FTE Request Proposals. The campus needs to move towards developing the research mission of the campus by focusing on research components that would enable the campus to develop a culture of strategic development.

The process is still under construction and CAPRA has developed a set of criteria that would guide the final recommendation to the Administration. The idea is to propose faculty hires that would serve various needs, allow the campus to maximize the strategic position of being a small-sized institution, and meet the overall teaching needs of the campus.

Chancellor Leland

Chancellor Leland provided some background about this new FTE Request Process. It emerged from last year's discussions and concerns voiced by CAPRA. Chancellor Leland recently conveyed those concerns to the Administrative leadership and that discussion provided the initial foundation for revisions to the FTE Request Process. Chancellor Leland stated that the proposed revisions are not imposed by the Chancellor; rather, it is a joint Administrative – Senate initiative. The communication has been open between CAPRA and the Chancellor. Chancellor Leland reminded faculty that CAPRA advises the Administration on budget and resource allocation but ultimately the Administration will be making the final decisions on the budget process.

Chancellor Leland has been working to incorporate the proposed FTE Request Process into the broader campus Budget Call. The idea is to develop a transparent process that clarifies what funding is available to the campus. Historically, the campus has operated with different types of funding that have not allowed for any connectivity to exist. Changes to this year's Budget Call will strengthen the university by having a budget process that is educational and connects the academic and administrative components of the budget. Chancellor Leland hopes that the FTE request process considers staff support needs that indirectly arise from new faculty hires. This new process would also allow transparency and help develop a holistic approach to the budgetary needs of the campus. The campus will be able to consider all budget requests in a centralized fashion and allow for all budgets to be connected.

Chair O'Day clarified that the process would help align the needs of the graduate groups and Bylaw 55 Units. Essentially, FTE requests would be research-driven while finding alignment

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with different academic units. This new process would make it easier for groups to propose cluster hires that would fulfill various needs in research and teaching.

Chair O'Day opened up the discussion regarding the proposed FTE request process.

One member expressed concern about the general lack of broad faculty consultation when the new FTE request process was generated. Graduate Groups are essentially interdisciplinary and this proposed process will force graduate groups to split up before being sustainable. This will disenfranchise those new tracks within each graduate group that do not have a majority of faculty within the group.

Another member voiced a concern regarding the possible problem that may arise in the future for promotion of faculty when a hire is not appointed in a relevant Bylaw 55 Unit in charge of personnel cases.

Chancellor Leland responded that she is currently discussing ways to increase faculty consultation before the FTE request process is finalized. Chancellor Leland and CAPRA Chair Amussen plan to meet with the School Executive Committees to gather feedback on the proposed process.

Chair O'Day reminded faculty that the proposed FTE request process has not yet been finalized and all faculty are encouraged to provide feedback directly to the Senate Office or through their Executive Committees. There is no withholding of information and this is not being proposed in perpetuity. Rather, this is an attempt to encourage graduate groups to review their internal organization, encourage their development, and prioritize the research mission of the campus. Chair O'Day clarified that graduate groups will be the submitting entities, but part of the process will include making sure that a Bylaw 55 Unit is identified for each FTE request.

A member commented that CAPRA should consider developing a mechanism that would encourage faculty diversity in the FTE request process. The campus has been able to work on faculty diversity at the undergraduate level and this might encourage some much-needed diversity growth at the graduate level.

A concern was raised about the process further weakening the already fragile organization of Bylaw 55 Units. Taking away the oversight of FTE Request from Bylaw Units could potentially devastate what progress has been made in their development.

A suggestion was made to have a budget call and FTE request process every two years so that faculty and administration are forced to look at their requests more strategically.

Chancellor Leland responded that the administration has considered making the process every two years but is hesitant to move forward since it removes the ability to respond to immediate

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and unforeseen needs that may arise. Chancellor Leland understands that the proposed process might not be ideal but the fact remains that the campus cannot continue to operate as it has. There are simply not enough resources available to continue operating on an ad-hoc basis.

A member commented that this new process would boost the much-needed growth of graduate programs on campus and once the implementation issues are fixed, it may prove to be beneficial to the campus. Some fundamental disadvantage to the proposed system is that the graduate groups are structurally different and not always aligned with a Bylaw 55 Unit. CAPRA should also consider ways to help prevent small graduate groups from becoming marginalized by the proposed system. There were definitely some issues with the process used in the past, but the administration should question if these proposed changes are beneficial to the campus given its current stage of development.

Chair O'Day commented that this process is not intended to be a "one-size fits all" and there can be different venues to request resources in the budget call. The proposed FTE process intends to redirect resources to force the growth of graduate programs.

A member commented that the proposed process does not simplify cross-group discussion and planning. CAPRA should consider incorporating a process that would facilitate interdisciplinary cluster hires.

Chair O'Day thanked members for their comments and reminded faculty that the CAPRA FTE request process has not been finalized. The faculty was asked to provide further comments to the Senate Office so that CAPRA can continue to improve the proposed process.

Strategic Focusing

As a way to incorporate faculty input in the strategic hires on campus, Chancellor Leland has proposed developing a Strategic Focusing Initiative. This initiative intends to advance the research mission of the campus while creating a competitive process developed by faculty for strategic hires. Chancellor Leland clarified that this initiative is in its early stage of development and only informal conversations have taken place with CAPRA.

The Chancellor will be asking for formal consultation with faculty as the concepts for Strategic Focusing are clarified. Faculty will be asked to provide feedback on the criteria that should be used for awarding the competitive funding to programs. The Chancellor envisions this initiative as a competitive process with an appointed committee that would review the applications according to the criteria identified by faculty. The composition of the committee also requires further discussions, as the Chancellor would like to make sure that this is a transparent and highly competitive process on campus.

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Chancellor Leland stated that this is a preliminary initiative for building the research mission of the campus and not a final plan for Strategic Focusing. In order for this plan to move forward, conversations with faculty will need to begin to define the best venues for consultation.

The Chancellor also noted that the concerns of the faculty are valid but in order to become highly competitive and to build an international profile, the research mission of the campus should be a priority. Funding will be provided for graduate groups who meet their benchmarks and if graduate groups do not achieve their self-imposed expectations, the Strategic Focusing funding will stop. This initiative currently intends to provide additional funding to a graduate group every two years and open the application process for graduate groups to develop their internal structure and organization.

A member requested clarification on the intended timeline for implementing the Strategic Focusing Initiative. Chancellor Leland responded that she hopes to have a process in place and open for applications by the next academic year. Graduate Groups can begin preparing for this initiative by creating a plan for the development of the program that takes into consideration faculty, teaching, research, staff and student needs. Essentially, creating an individual development and strategic plan would be helpful to every graduate group as an essential tool for growth.

Chair O'Day stated that this Strategic Focusing Initiative would be helpful for the campus given its current phase of development, as it forces graduate groups to take a step back and evaluate their progress. Members should be mindful that this initiative is in its early stage of development and should look forward to a consultation process with faculty that will be announced in the future.

B. Campus Sustainability and Physical Expansion

The campus has been facing physical space constraints for years that impacted its growth trajectory. In the 2013-2014 UC Budget that will be discussed by the Board of Regents, there is a request for capital funding for UCM. As an effort to address the campus physical space concerns, Chancellor Leland will present a revised budgetary request to the Regents hoping to obtain capital funding. The Urban Lands Institute (ULI) has recommended that the campus make better use of the current physical space by meeting research and teaching needs on-campus and consolidating non-academic units off-campus. At the same time, the campus will need to work with the city and county to address utility needs and parking issues. The campus needs to build partnerships in order to be able to continue to grow and build the infrastructure needed to accommodate 10,000 students. The ULI Report also indicates that over the next two years the market will enable UCM to find private investors who may help fund the next stage of development.

Chancellor Leland stated that she is focused on garnering the support of the Regents in order to develop the campus through private and public partnerships that would require the system to

back campus debt. If the Regents are willing to consider this infrastructure growth plan, an open bid system for private developers could be used to propose construction plans for multiple buildings concurrently in order to cut down the costs of building in different stages.

The Chancellor emphasized that in order for this plan to work it requires everyone to start working on strategic planning that would enable the growth of the graduate and undergraduate programs. This plan also requires all academic and student services to be on-campus in order to truly develop as a research institution. The campus has a lot of buildable space left in the physical footprint but we need to consider this process carefully as it has the potential of severely impacting all future development.

V. DISCUSSION ITEMS

A. Proposition 30

Proposition 30 was originally listed as a discussion item but since it passed, Chair O'Day suggested a discussion regarding the overall campus budget. The campus still has one year left on its Memorandum of Understanding (MOU) with UCOP and it has exceeded its enrollment target. Acting Provost/EVC Traina provided an overview of the short-term campus budget situation.

B. WASC involvement in Graduate Education- GRC Chair Valerie Leppert

Under the new WASC requirements, graduate programs would be required to complete WASC Graduate Student Success Templates. These templates require graduate groups to report the graduation rates and time to degree for the M.A. and Ph.D. degrees. In addition, the information would be presented in aggregated form which may not be beneficial to graduate programs. UC Davis was the first campus required to provide these templates. CCGA is trying to identify ways that would enable faculty to prevent WASC from over-intrusion into graduate programs.

VI. STANDING COMMITTEE REPORTS

Committee on Academic Planning and Resource Allocation- Vice Chair Matthew Meyer

As CAPRA Vice Chair Meyer reported on proposed FTE request process earlier, no further reporting was needed.

Committee on Academic Personnel- Vice Chair David Kelley

CAP Vice Chair Kelley reported that it's early in the CAP season and the committee has proceeded with using the 2011-2012 revised MAPP for review personnel cases.

Committee on Committees- Chair Ajay Gopinathan

CoC Chair Gopinathan reported that the committee has been busy populating program review committees and search committees, and identifying representatives to systemwide committees. CoC hopes to be able to move to an online system similar to SharePoint.

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Faculty Welfare- Chair Sean Malloy

FW Chair Malloy reported that the committee has been busy reviewing systemwide review items, discussing the report of the campus' working group for the Faculty Salary Equity Study, and analyzing diversity issues on campus. The committee plans to draft a memorandum in response to the Faculty Working Group Report to encourage discussion on ways to improve faculty diversity on campus. Chair Malloy conveyed the FW's concern with the proposed systemwide Open Access Policy, Composite Benefit Rates and the additional WASC requirements that highlight the need to maintain faculty control over curriculum and pressing faculty workload issues. In the coming months, the committee will also be involved, as joint initiative with the administration, in developing a plan to study faculty salary equity issues on campus.

Graduate and Research Council- Chair Valerie Leppert

GRC Chair Leppert reported that the committee's workload has remained high. The committee is currently reviewing three new CCGA proposals and is preparing for the first graduate program review for Social and Cognitive Sciences.

Undergraduate Council- Chair Cristián Ricci

UGC Chair Ricci reported that UGC has continued to review course requests and has four undergraduate program reviews planned for this year. In the coming months, the committee will also begin discussing concerns with the UC Online Education Program.

Committee on Rules and Elections- Chair Rick Dale

CRE Chair Dale reported that the committee has been involved in advising on shared governance issues in the schools by making sure that Executive Committees were formed and elected.

VII. PETITIONS OF STUDENTS – None

VIII. UNFINISHED BUSINESS – None

IX. NEW BUSINESS - None

There being no further business, the meeting adjourned.

Attest:

Peggy O'Day, Senate Chair