REGULAR MEETING OF THE UC MERCED DIVISION
NOVEMBER 19, 2013
MINUTES OF MEETING

I. CALL TO ORDER

Pursuant to call, the UC Merced Division Academic Senate met on Thursday, November 19, 2013 in Room 232 of the Kolligan Library. Senate Chair Ignacio López-Calvo presiding.

II. ANNOUNCEMENTS

A. Division Chair Ignacio López-Calvo: The Senate Chair thanked everyone for attending and welcomed Systemwide Chair William Jacob, Chancellor Leland and Provost/EVC Peterson. The main purpose of the meeting is to allow members to discuss pressing items, ask questions, and inform members of Senate activities. Attendees were thanked for their participation in the initial stages of the Strategic Focusing Initiative, where 38 proposals were submitted. Chair López-Calvo also reported on the following topics:

- **Alumni Survey:** A systemwide alumni survey was conducted on the perception UC Alumni have of the 10 campuses and UC Merced was ranked as one of the most improved campuses, due to its growth and development and research opportunities available for students.

- **Division Council Update**: Over the past months Division Council (DivCo) has engaged in numerous discussions on campus and systemwide issues, including UC Care, Composite Benefit Rates, the MOU, shared governance, FTE Request Process, Project 2020, Strategic Focusing, and long term enrollment planning. These mirror the issues being discussed by the Academic Council, at the systemwide level. DivCo also prepared for UC President Napolitano's campus visit and is working with the administration to determine the current state of discrimination and diversity issues on campus as a result of the Moreno Report.

- **Active Searches**: The Senate is currently participating in several administrative searches, including the following: Vice Chancellor for Business and Administrative Services, Vice Provost and Dean of Graduate Education, and the Chief Information Officer. The Vice Provost for Faculty position will be re-advertised and the search committee will be re-launched.

B. Systemwide Academic Senate Chair William Jacob

Chair López-Calvo then turned the conversation to long range enrollment management and introduced Systemwide Senate Chair Jacob. Systemwide Chair Jacob thanked Chair López-Calvo for inviting him to today's meeting and reported that at the systemwide level, the Senate leadership established of Senate and Administration task force to discuss Long Range Enrollment Management. This taskforce will collect data and present its report at the November 20 Academic Council meeting for discussion.

Systemwide Chair Jacob then discussed the Online Initiative Pilot Project. ILTI Online Cross-Campus Courses should be available next academic year and with the requirement that all courses be offered twice a year. There are 20 courses offered across the system and an enrollment website portal is now live. These courses will not be under UC Online Education. Students should be encouraged to enroll and the Division Undergraduate Council will need to determine the credit value for each course.

Additionally, Systemwide Chair Jacob discussed the President's seven initiatives that include $5M for undocumented students, $5M for graduate student recruitment, and $5M for postdoctoral students. Funding for Post-doctoral programs will probably be distributed over 3 years. The distribution plan for graduate student recruitment will need to be determined, and funding for undocumented students is anticipated. President Napolitano also announced four additional initiatives:

1. No tuition increases in AY 2014-2015. She will then review tuition needs by the end of the academic year.
2. A Community College transfer initiative. UC Provost and Executive Vice President Aimée Dorr will be tasked with the implementation of any admission changes and a committee will be formed to develop a plan by the spring.
3. Increasing technology transfer while making sure that all fields and/or scholarship are represented. For example, the Social Sciences and Humanities are not always resulting in patents.
4. By 2025, UC will be a net zero consumer.

Systemwide Chair Jacob stated that while these issues are not new, there are new stakeholders involved, which has shifted the conversation towards new directions. A discussion on enrollment management and UC Merced's status as "the referral pool campus" will need to occur in the near future.   This discussion will also include the status of the Master Plan and the necessary funding to support it.

Chancellor Leland explained that in the past all applicants who did not get into another UC campus were listed as an applicant for UC Merced whether or not they wanted to come to UC Merced. As a result, our campus showed no increase in growth of interest to students. The referral pool has impacted the enrollment growth numbers of the campus.

Systemwide Chair Jacob stated that the big question is if President Napolitano will have a different view of the Master Plan. There are many ways that we can affirm our commitment to the students of California other than the referral pool.

Provost/EVC Peterson added that part of the problem and frustration is the uncertainty of whether or not everyone has delved deeply into the LREP's for each campus. UC Merced has not backed away from our role of supporting the referral pool, but we should not be the sole keepers of it.

A faculty member asked: What happened to the idea of taxing non-resident tuition?

Systemwide Chair Jacob responded that the idea changed with the implementation of the new funding streams.

Systemwide Chair Jacob reported on UC Care and the serious concerns raised by the 10 campuses, specifically regarding the availability of services. The Senate recognizes the potential for the University to have self-insurance and to take advantage of Medical Centers.

Chair Jacob then discussed the proposed Composite Benefit Rates and the systemwide concerns with the five plans that were introduced without Senate consultation. At this point, the Senate has not received any of the plans for review. It has asked UCOP to to provide new modeling that allows time for broad consultation.

Finally, Chair Jacob discussed the Innovative Learning Technology Initiative (ILTI) courses and the fact that they will not belong to UCOP, due to the intellectual property right agreement. However, according to UC Provost and Executive Vice President Aimée Dorr, intellectual property rights are a campus-based decision. At some campuses, faculty are unwilling to participate unless all intellectual property belongs to them.

A Senate member asked about the status of the Multicampus Research Programs Initiative (MRPI) call.

Systemwide Chair Jacob responded that a call was expected to go out this year, but the Vice President for Research and Graduate Studies decided to postpone the call for a year due to the tight funding situation. The funding stream for MRPIs has been decreasing, but there is no real answer as to when funds will be released.

III. **CONSENT CALENDAR**
   A. The April 4, 2013 minutes were approved as presented.
   B. The following 2012-2013 Annual Committee Reports were approved as presented.
   - Division Council
   - Committee on Academic Personnel
   - Committee on Academic Planning and Resource Allocation
   - Faculty Welfare
   - Graduate and Research Council
   - Committee on Rules and Elections
   - Undergraduate Council

IV. **CONSULTATION WITH CHANCELLOR LELAND AND PROVOST/EVC PETERSON**
   A. **Memorandum of Understanding (MOU) between UCM and UCOP**
   Chancellor Leland discussed the MOU and the campus's role in the referral pool. Part of the negotiations with the MOU will include the fact that UCM will not be able to rely heavily on

out-of-state and international student tuition fees. If the campus wants to continue fulfilling the mission of the university, additional funding will be needed to help alleviate the growth impact on the campus. However, the referral pool needs to be reviewed to ensure it is operating properly, as the campus already has deferred admission of the referral pool students for a year. Our goal is to be very competitive on a smaller scale by the time we reach 10,000 students. To achieve this goal, we will need continued support until we become financially sustainable. In order to become maximally competent at 10,000 students, we must grow the graduate student population. However, we cannot significantly grow our graduate student population with the current lecture-ladder rank faculty ratio. Additionally, based on student enrollment data, it has become clear that we are a STEM intensive campus. We rank among the top three research universities in the nation. Graduate student enrollment numbers are small, but it is the highest in the UC, if we consider percentages. Growing STEM programs is more expensive, particularly due to the cost of faculty start-up packages. We will be looking for some assistance in creating a source of funding that can be used for start-ups. We also want to have the commitment of the University of California for financing the 2020 Project. The MOU is under negotiation and once finalized, it will be presented to campus constituents for discussion. The campus needs to have an MOU in place before the WASC re-accreditation. UCOP recognized the necessity to satisfy WASC requirements and UC officials are working with us to complete the MOU by early February. The final MOU will impact the 2020 plan and will help provide facilities that better fit the campus. The consulting firm we hired is internationally renowned and is charged with developing a comprehensive RRQ process to grow the campus by the early spring semester. The RFQ will alert the most qualified developers to respond and submit a proposal. Potential designers will have six months to master plan the layout and design of the campus and its buildings using their own funds. At the close of the RFP, one of the groups will be selected and their plan will be presented to the Board of Regents. The consulting firm will be in charge of making sure that Project 2020 progresses. The results of what we do in strategic academic focusing will be guide Project 2020.

B. **Budget Request and Strategic Focusing**
Provost/EVC Peterson thanked everyone for participating in the Strategic Focusing Initiative (SFI). Some proposals are cross-school and interdisciplinary. The intent of the first iteration of proposals was not to prioritize projects or to accept or reject any ideas, but to provide developers with the necessary information to develop an RFP. The next step will include the consolidation of proposals and it will highlight opportunities for collaboration.

Provost/EVC Peterson then explained that the FTE Request Process will continue to focus on ways to grow graduate programs, but the process will be revised. He is open to suggestions on how that process can be improved, but we must relate the academic focusing exercise to next year's budget call. Ideally, strategic focusing would be completed before the FTE call, but we may have to proceed with FTE request independently of strategic focusing.

In addition, the campus will need to evaluate the start-up packages for faculty and the faculty hiring plan, including the types of funds we have, where the investment is coming

from and what type of commitment we are making to individual faculty Part of the challenge with UCOP is the perception that we have a lot of unspent dollars sitting in faculty research accounts, which makes it harder to ask for additional funds. As a result, the campus will regularize the process for startup packages, where funds are swept after a specific period. There will also be closer scrutiny on how they are used.

Chancellor Leland added that the campus will need to identify all of the available sources of revenues and will clarify the campus budget. There has been no overlap communication between our accounting system and our budget system, so all the budgets have to be historically reconstructed.

Chair López -Calvo asked for clarification if faculty will be given a limited time to spend their startup funds.

Chancellor Leland responded that faculty have always been given a limited time to spend their startup funds, but it has not been enforced in the past.

Provost/EVC Peterson added that the overall objective is to change the culture of not spending startup funds. There will be closer scrutiny on how startup funds are administered and there will be time limits put on them. YEt this cannot be done without trying to find other ways faculty can be supported. Provost/EVC Peterson understands that faculty need to have funds that they can use for a rainy day, an international trip, or bridge funding. The administration will need to analyze future startup funds and to determine how to support faculty through alternative means.

A faculty member asked why allocated startup funds are not viewed as encumbered. The administration needs to be cautious of the perception of penalizing faculty who are very good and very competent in obtaining grants.

Provost/EVC Peterson stated that for accounting, the money is just sitting out there and considered available as it is not encumbered for equipment or payment of a graduate student.

A faculty member asked to what extent is this done at other campuses and whether it will put us at a competitive disadvantage in terms of faculty recruitment and retention.

Provost/EVC Peterson stated that this is why we need to find other ways to find support for faculty.

Chancellor Leland stated that we will not receive alternate faculty funding through the enrollment growth. Since the campus does not have an endowment to support it, we need UCOP's help. It is fully recognized that any change of startup will require other pots of

money, but for accounting purposes that money is on the books and it is growing year to year.

FWDAF Chair Ortiz stated that this new way of spending startup funds could be a disincentive for faculty members who join our campus with some funds already, as they will be told they must spend their start up funds in a certain amount of time. Most importantly, at the administration develops a policy around this issue, there should be some consideration for exceptions.

Provost/EVC Peterson agreed with Chair Ortiz and stated that he welcomes all suggestions to addressing this issue.

V. DISCUSSION ITEMS

A. Update approved Graduate/Undergraduate policies within Senate Regulations-Chair Leppert

On October 29, 2013 UC Merced received WASC Interim Approval (final approval is anticipated by November 15, 2013) for Fast Track Review of new Doctoral degrees emerging from existing emphases within the Interim Individualized Graduate Program (IIGP). A single recommendation was made: "UCM is encouraged to continue with the process to formalize its standards through establishing Merced Division Academic Senate Regulations for graduate programs." GC Chair Leppert advised that we have polices already approved by the Graduate Council, but they have not been codified in the Division Regulations. Graduate Council will work on proposing changes to the Division Regulations that will need to be approved with a majority vote by the entire Division and will be added to the Spring Meeting of the Division agenda.

VI. STANDING COMMITTEE REPORTS

Chair López-Calvo then asked committees to provide their reports.

Committee on Academic Planning and Resource Allocation (CAPRA)- *Chair Anne Kelley*
CAPRA has been working on a few campus items, including the Course Buyout Policy, the review of resource implications of several graduate proposals for CCGA approval, and the FTE process for this year. CAPRA discussed last year's FTE process and requested feedback from the School Deans and the School Executive Committees on what they did and did not like about last year's process and to provide any suggestions for this year. We received feedback from all three of the School Executive Committees, but did not hear back from any of the Deans. We also held meetings with Provost/EVC Peterson and the joint meeting with DivCo, where we received useful comments on how the FTE process should work. CAPRA will now discuss how we believe this FTE request process should work internally and then with Provost/EVC Peterson. CAPRA is going to try accomplishing this without asking the faculty or the Deans to do any additional work with the strategic focusing initiative.

Committee on Academic Personnel (CAP) - *Vice Chair David Kelley*
CAP has been meeting regularly and the number of cases for appointments, promotions, and advancement typically increases as the year goes on. On September 20, CAP had its meeting with APO, which included faculty, Provost/EVC Peterson, Academic Personnel Chairs and Senate staff. One of the items discussed was the role of CAP in the Senate review process and it was reiterated that CAP advises the Provost/EVC with regard to actions to be taken. Then, the Provost/EVC makes the final decision. Several faculty members in attendance also relayed problems that they are encountering related to infrastructure. CAP sent a memo to the administration reporting the problems and the need to address them. CAP has also been working with APO and the Vice Provost for Academic Personnel to change the format and categories of the biobibliographies with measures and revising the MAPP to clarify some of the faculty recruitment procedures.

Chair López-Calvo asked if CAP has also been working on changes in the Career Equity Reviews.

CAP Vice Chair Kelley responded that CAP has not yet been asked to opine on the issue of Career Equity Reviews by Division Council. This issue was discussed at UCAP

Committee on Committees (CoC) - *Chair Patricia LiWang*
CoC has so far appointed twenty four people to various committees, subcommittees and working groups and these do not include Senate standing committees.

Chair LiWang added that faculty at UC Merced are not only being asked to serve on several committees, but are also more involved than on other campuses.

Committee on Research (COR) - *Member David Noelle*
This year is the inaugural year for the Committee on Research. The the research activities and the graduate program activities that were previously under the Graduate Council are now under the Committee on Research. COR has tried to focus on four major research issues for the campus.
1. Revisit the policy on the establishment and review of research units on campus with respect to ORU and MRU. There is not enough detail in policies for the establishment of the organization and continued review for resources and strategic priorities. The committee hopes to have draft polices by the end of this semester with a final version proposed to faculty by the end of the year.
2. COR is reviewing the criteria used for awarding faculty research and travel grants. This is a process that has historically been difficult. COR is trying to determine a more efficient and fair system for awarding grants.
3. COR discussed and ensured, in conjunction with ex-officio committee member VCR Sam Traina, the establishment of a campus laboratory safety committee to represent faculty members who have laboratory safety issues.

4. COR is seeking to determine the Indirect Cost Return allocation model and propose alternatives if necessary.

In addition, COR Chair Mostern and the Interim Head Librarian are co-chairing the Senate-Administration Library Working Group with the hope that this will be the first step to establishing a Senate Library and Scholarly Communications Committee. This group has already begun looking at issues involving the strategic coordination of the campus, including the library 2020 space plan, implementation of Open Access Policy, and increasing services that support graduate education and the research mission of the university. COR also commented on three CCGA proposals with a focus on the research aspect of those proposals.

Committee on Rules and Elections (CRE)- *Chair Rick Dale*
The Committee on Rules and Elections has worked on recommendations on how to move forward for Conflict of Interest Polices, reviewing voting bylaw 55 issues, and MAPP revisions related to Career Equity Reviews and commented on the changes to the SACAP charge. They are also looking at the sytemwide review of the changes to Senate Bylaw 55 and how they could create precedence for future changes.

Faculty Welfare, Diversity and Academic Freedom (FWDAF)- *Chair Rudy Ortiz*
This is the first year that FWDAF was tasked with its additional duties of diversity and academic freedom. FWDAF holds regular discussions on these issues. One issue regarding diversity came about from discussions with Provost/EVC Peterson, Chair López-Calvo, and COR Chair Mostern regarding the recommendations that the President's Faculty Diversity working group provided in 2011. We have been tasked to take the lead on this and on the Moreno Report. Additionally, FWDAF, in conjunction with the Academic Personnel Office, established a faculty seminar series targeting Senate junior faculty and we encourage all junior faculty to participate. We also opined on a number of issues UC Care, Course Buyout Policy, the UCOE and ILTI.

Graduate Council (GC)- *Chair Valerie Leppert*
Graduate Council has six CCGA proposals. Four of them are under review now and two are anticipated for the spring. We will be looking at updating the Senate graduate regulations and at developing Senate graduate student mentoring guidelines with suggested best practices. GC will opine on the systemwide Self-Supporting Program Policy as well as the Supplemental Tuition for Professional Degree Policy. GC expects to develop a Self-Supporting Program policy for our campus once the systemwide policy is finalized. The first graduate program will undergo program review this year and we need to demonstrate to WASC that the campus is following through on graduate program review. GC, in consultation with UGC, is finalizing the graduate online CRF submission system using the same system we have used for undergraduate CRFs. GC Chair Leppert stated that GC was involved in the Graduate Division program review, enrollment management planning, and has been asked to research on establishing graduate designated minor emphasis of study.

Undergraduate Council (UGC)- *Chair Jay Sharping*
UGC is working on program reviews and most of them involve a tailored self-study. This year General Education will also undergo review. The review of General Education is a different type of review that requires additional thought, because it is not program specific. UGC approved several undergraduate courses with an effective date of Spring 2014. Proposals for new programs and/or new course requests will need to be in the queue for UGC early in the Spring Semester. UGC will consider a request to establish a Public Health major. UGC members also participated in the Academic Honesty Task Force and the Undergraduate Writing Task Force, which are ongoing.

VI.   **Petitions of Students (NONE)**

VII. **Unfinished Business (NONE)**

VIII. **New Business (NONE)**

There being no further business, the meeting adjourned.

Attest:
Ignacio López-Calvo, Senate Chair.