

**DIVISIONAL COUNCIL**  
**Minutes of Meeting**  
**Friday, February 5, 2021**

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**Attendees:** Chair Robin DeLugan, Vice Chair LeRoy Westerling, Christopher Viney, Ashlie Martini, Patti LiWang, Hrant Hratchian, Matthew Hibbing, Erik Menke, Kara McCloskey, Jesus Sandoval-Hernandez, Erin Hestir, Jessica Trounstine, and Justin Yeakel.

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

EVC/Provost Camfield invited questions from Divisional Council members.

A Divisional Council member stated that the purchasing process is extremely slow; it sometimes takes two to three weeks for faculty members to receive their items. EVC/Provost Camfield acknowledged that the campus's implementation of the new financial system did not go as smoothly as planned. Interim CFO Schnier has taken over the process with input from the EVC/Provost. EVC/Provost Camfield is putting together a task force so that Director of Procurement Josh Dubroff has the tools he needs to fix the short-term problems. The EVC/Provost is also putting together an IT task force as IT was left out of the implementation process. Fixing the purchasing system is the main priority. The second priority for the EVC/Provost is improving the financial reporting system for faculty grants. EVC/Provost Camfield stated that Interim CFO Schnier is confident that both systems will be much improved by the end of this fiscal year.

A Divisional Council member asked how the campus will fund backfill projects. EVC/Provost Camfield responded that the campus will use funds from the pool that is used to pay for faculty start up packages. This will be possible since the campus will be slowing down faculty hiring for the next couple of years. Moving forward, the campus will allocate additional start up funds for new faculty so they can use the extra money for refurbishment if necessary. EVC/Provost Camfield stated that the campus needs to be more realistic about backfill costs. He may decide to defer certain backfill projects. He added that the campus is moving ahead with the Public Health building, but much depends on the state budget and future, federal economic stimulus funding. If more stimulus funding is received by the state, the UC is prepared to lobby heavily for a portion. EVC/Provost Camfield stated that a tuition increase is being discussed but it will be cohort-based and will not be implemented until the following year at the earliest. UCM is working hard to increase enrollment yields.

A Divisional Council member brought up a systemwide conversation about rebenching and noted that UCM did not appear to be part of the planning. EVC/Provost Camfield replied that rebenching is not seriously being considered at the present time. Rebenching discussions began before the COVID-19 pandemic when the UC budget was healthy, but those discussions have now ceased. UCM had an MOU with UCOP for many years. Rebenching would hurt the campus and we have not received additional funds for increased enrollment. The campus is working on a new MOU with UCOP; this time, the proposal will be based on debt per student rather than per student tuition. Essentially, the new MOU with UCOP would mean that UCOP would help pay down UCM's debt.

**II. Chair's Report – Robin DeLugan**

A. Academic Council (Jan 27, 2021)

The main items of discussion were:

- i. The state restored only one third of the budget cut they made to the UC before the pandemic.
  - ii. Academic Council endorsed a statement from UCAF expressing concern about ways in which Zoom’s terms of service may lead to instances of censorship that violate the University’s academic freedom principles and responsibilities.
  - iii. UCORP asked Academic Council to endorse a letter pertaining to the harassment endured by UC animal researchers.
- B. C-19 Cabinet Meeting (Jan 28, 2021)
- UCM has begun on-campus, closed-pod vaccinations for employees 65 and older and those in the essential worker categories. The vaccine supply is limited. UCM is partnering with Merced College, UC Health, and Merced County on giving additional vaccines in the future. In response to a Divisional Council member’s question, Chair DeLugan stated that the vaccines given by the state to the county and those given to UCM are two separate supply streams, so the campus is not taking away from the county’s allotment.

Chair DeLugan stated that she, Vice Chair Westerling, and Executive Director Paul meet with the Chancellor and EVC/Provost Camfield regularly. She encouraged Divisional Council members to provide her with topics for these meetings.

### III. Consent Calendar

- A. Approval of today’s agenda
- B. Approval of the January 25 Meeting Minutes

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

### IV. Campus Review Item

- A. Proposal for the Establishment of a Community Labor Center Organized Research Unit – Vice Chair Westerling

Vice Chair Westerling stated that CAPRA lacked the appropriate campus budget information for its review of the proposed ORU. The capacity of the campus to fund future ORUs is unknown given the pandemic-related budget structural deficits. However, he acknowledged that the campus needs to increase enrollment and move forward with program growth. Vice Chair Westerling stated that he met with EVC/Provost Camfield about these issues. EVC/Provost Camfield invited Divisional Council to send him a formal memo which Vice Chair Westerling has begun to draft. A major question to consider is what fraction of a proposed ORU’s projected costs should be covered by the campus versus what fraction should be covered by the faculty of the ORU from the funding they bring in. ORUs are a conduit of services that faculty receive, i.e. hiring and grant proposal submission. But since these items are not delineated from an ORU’s overall projected costs, it is difficult to assess who should pay for what. Vice Chair Westerling recommended that Divisional Council ask for a delineation that explicitly states who pays for which categories of expenses (campus or the ORU). Another question to consider is which functions of ORUs should be funded by indirect cost return or external development. The EVC/Provost suggested that some things should be paid for from grant funds such as the hiring of staff. However, Vice Chair Westerling asked how to develop a cost model in such a way that the campus can inform the grant sponsoring agency of the actual costs.

Vice Chair Westerling pointed out that existing ORUs are not self-funded and neither is the proposed ORU being considered by the Senate. The impact of the new indirect cost return policy that was reviewed by the Senate last semester is that the new indirect cost formula applies to all grants, not just those that are fully encumbered. Vice Chair Westerling stated that SNRI will likely receive more money because the formula is applied to a broader base of grants while HSRI may not benefit. However, the implication of the new funding model for ORUs is not fully clear. How much money does an ORU need to have “in hand” and how much funding can the campus feasibly provide and for how long? If an ORU projects that it will have support from external development but fails to obtain it, what is the exit strategy?

A Divisional Council member stated that the above questions should be asked of existing ORUs in addition to new ones. We need a better sense of where funds are supposed to be generated on the campus. That will help us assess future proposals and reviews of current ORUs. Vice Chair Westerling agreed to add this point to his draft memo.

A Divisional Council member asked how the uncertainty in backfill space will impact the current ORU proposals. Proposals need to specify space needs.

A Divisional Council member pointed out the potential for inequity in budget expectations. If neither of the existing ORUs are self-funded, then the campus should not require the proposed ORU to be self-funded. The main item of information Divisional Council needs is the fraction of funding the campus would have to provide to this proposed ORU. Another Divisional Council member agreed and asserted that he is hesitant to make any recommendation on the proposed ORU without a statement from the administration about the amount of funds they will provide to the ORU.

**Action:** DivCo will transmit a memo to the administration.

#### V. Consultation with Senate Faculty Members of the Valuing Black Lives Task Force - Chair DeLugan

Members provided an update on their respective subcommittee:

- Student Support: David Kaminsky and Hrant Hratchian
- Community Engagement: Nigel Hatton
- Policing & Anti-Black Violence: David Jennings
- Staff & Faculty Recruitment and Retention: Sean Malloy
- Research Scholarship & Funding Opportunities: Jason Sexton

Professor Kaminsky stated that his subcommittee learned that the classroom is an uncomfortable space for black students. His subcommittee recommended creating resources for faculty and graduate students. The subcommittee focused on graduate student instruction since altering graduate student TA module training is easier than making changes to the APM. Professor Hratchian added that the campus needs to explore how student success ties into community engagement. Professor Kaminsky stated that students recommended that the campus hire additional black faculty and staff. He also suggested that diversity should be weighted equally with research, teaching, and service in faculty personnel reviews.

Professor Hatton informed Divisional Council members that he invited members of the black community to campus from Merced and surrounding areas. They have a sense of disappointment that the university is not inclusive of them despite the original campus promise. His subcommittee had many ideas on improving the relationship between the community and university that focused on

programs/academics and outreach to encourage students to enroll at UCM. Some ideas include FAFSA application workshops and interaction with school boards, etc. He added that UCM has not demonstrated the funding commitment required for the HBCU initiative.

Professor Jennings shared a recommendation from his subcommittee to hold a forum series where community members can speak with our campus police department and Police Advisory Board. There is a lack of synchronization between information that the police department has and the issues discussed by the community and campus constituents. Our campus police department is very hard-working, but they do not have access to the complaints being discussed by campus constituents. The campus needs to be clear in what it expects from the police department.

Professor Malloy stated that his subcommittee had thoughtful and engaged staff members who enriched the conversation. The subcommittee discussed the extent to which the hiring and retention of faculty and staff are linked. The campus can do everything right in terms of hiring but just one incidence of racism can diminish all the good work that was done. The campus must understand the underlying reasons of racism and violence. Professor Malloy also emphasized the need for accountability.

Professor Sexton stated that his subcommittee discussed how to create more funding opportunities for students and training opportunities for students and faculty. The subcommittee created language templates for faculty members to upload on their laboratory websites. The campus already has resources that need to be utilized but short- and long-term investment by the campus is required. One of the recommendations from the subcommittee is to hold a conference with community members to brainstorm ideas to encourage funding and higher matriculation.

#### **VI. Discussion: Senate Service Expectations for Faculty – Chair DeLugan and Vice Chair Westerling**

Senate Vice Chair Westerling pointed out that untenured faculty have traditionally been asked to perform a heavy service load at UCM as the campus was being established. In recent years, the campus has shielded untenured faculty from too much service. However, that has led to a situation where faculty are going up for tenure having done minimal service. Shielding untenured faculty from service has already created a limited pool of faculty to choose for Senate service. Not doing Senate service is a missed opportunity for faculty professional development and mentoring. Vice Chair Westerling stated that the goal is to develop a policy about Senate service that would establish a norm that assistant professors who have been at UCM for at least two years would be expected to perform one year of Senate service or the equivalent in their departments and/or schools. The Senate should be setting expectations for Senate service and not the administration. A Divisional Council member asked about Senate service norms at other UC campuses.

**Action:** Due to time constraints, this topic was tabled for a future meeting.

#### **VII. Consultation with SSHA Associate Dean Zanzucchi**

Associate Dean Zanzucchi presented a series of slides to Divisional Council members about stop out students.

The State Budget Act of 2019 included \$15 million in one-time funding for degree and certificate completion programs, over a five-year period. Up to \$200,000 was made available for statewide market research on the demand for such programs (awarded to UC San Diego). The focus was on stop out

students who are in good academic standing and have partially completed college degrees. Locally, 22% of all California stop out students are within 100 miles of UC Merced. The students can contribute to diversifying California's work force and strengthening economic equity. The campus can provide comprehensive support and pathways to degree completion as a multi-institutional strategy with local community colleges and CSUs.

UCM's main goals are to 1) enroll stop out students via transfer pathways and 2) to grow existing major degree programs and initiate new Extension certificates for stop outs. Participants will be offered the following:

- An academic home in SSHA liberal studies
- Specialized advising and career programming
- Tuition-based fellowships (17% return to aid funding)
- Student success internship and micro-internship opportunities
- Certificate programming options

Program milestones would include:

- Initiate comprehensive research study with a planning committee
- Develop specialized support and academic planning
- Support course and certificate development based on faculty-driven priorities
- Enroll cohort in 2022 (~200 steady rate)
- Continue to evaluate experiences and program design
- Partner with local community colleges and CSUs on lessons learned to strengthen degree completion multi-institutionally

The first steps for spring 2021 would be:

- Initiate a planning committee to develop a research study and shape this project in partnership with Institutional Research and the Extension Program
- Activities include development of a research study about local stop out students building from current reports and information
- Explore the challenges of degree completion and why Central Valley students leave colleges and universities to continue to shape priorities and support

A Divisional Council member inquired whether liberal studies is a major in SSHA. Associate Dean Zanzucchi replied that it is not; rather, it is a hub of support for undeclared SSHA students. All undeclared SSHA students will be placed in liberal studies. Another Divisional Council member asked whether this initiative would support all undeclared students, including those with a STEM background. Associate Dean Zanzucchi responded that the initiative is positioned in SSHA because SSHA has the most infrastructure for transfers in terms of policy. However, other schools can participate and are welcome to consider creating similar infrastructure as SSHA.

A Divisional Council member asked how UCM can overcome the fact that many students would rather go to community colleges or CSUs. Is the UC harming those colleges by taking those students from them? Also, UCM needs to offset the students' costs. In laboratory disciplines, upper division courses are more expensive for schools to run. What is the resource trade off for those students who may choose to attend a community college or CSU? Associate Dean Zanzucchi replied that a good % of the students UCM would recruit are reinstated students who were originally enrolled at UCM. SSHA has a high number of undeclared transfer students and advising is overtaxed. Advisors cannot spend the needed

amount of time with those students. SSHA is working with Extension on professional pathways as students find such connections confusing.

A Divisional Council member stated that he has heard that many students are not comfortable attending a UC campus and instead prefer transferring to a CSU. How does UCM plan to recruit those students rather than just creating a program here and hoping they enroll? Associate Dean Zanzucchi responded that if there was more time, she would have developed a plan for how to connect with students. That is why connecting with Extension on this pilot is very important. The Associate Dean agrees that the stigma some students have about the UC needs to be addressed and the UC needs to build trust with students and families. Many of our students who left originally were not attached to any special programming nor did they benefit from outreach.

Associate Dean Zanzucchi stated that the initiative will be faculty-driven and derived from data. Funding has been proposed for students to have access to media-enriched classrooms during the pandemic. She emphasized that the pilot is not designed to develop online education; it is meant to enhance instruction.

There being no further business, the meeting was adjourned at 10:30 am.  
Attest: Robin DeLugan, Senate Chair