

DIVISIONAL COUNCIL
Minutes of Meeting
Thursday, October 12, 2023

DivCo Attendees: Chair Patti LiWang, Matt Hibbing, Christopher Viney, Sean Malloy, Marcos Garcia-Ojeda, Kevin Mitchell, Tao Ye, Sarah Depaoli, Rebeca Arevalo (for GC Chair Scheibner), Heather Bortfeld, Kara McCloskey, Muey Saeturn

School ECs: Anne Kelley, Alexander Petersen, and Martin Hagger.

I. Consent Calendar

- A. Today's agenda
- B. September 28 Meeting Minutes

Action: The Consent Calendar was approved as presented.

II. Consultation with Interim EVC/Provost Zatz

Interim EVC/Provost Zatz provided the following updates:

- The administration discussed the Divisional Council and CoR memos on Oracle and research infrastructure and submitted a response on October 11. (The administration's response was shared with DivCo and CoR.)
- Later in this meeting, there will be updates on medical education.
- She will announce to the campus today that she has appointed Professor Heather Bortfeld as the interim Dean of SSHA. The national search for the permanent position will be launched soon.
- She has received several applications for the position of interim VPDUE. She will announce a decision on that shortly. The national search for the permanent position will also be launched soon.

Senate Chair LiWang asked about the campus Honors program and whether it has the resources it needs. Interim EVC/Provost Zatz replied that she will follow up.

Senate Chair LiWang asked for Interim EVC/Provost Zatz's input on the October 9 Congress on the Future of Graduate Education held at UCLA. Interim EVC/Provost Zatz replied that she was involved in good discussions with the social sciences group but there was no new information. The graduate dean at UC Berkeley reported that only half of their social sciences PhD graduates go on to post doc or other academic positions while the other half enter non-academic positions. The question for discussion was whether campuses are training the students for the jobs they are actually getting and whether campuses are making them jump through too many hoops for too many years in their PhD programs. Interim EVC/Provost Zatz also reported that there were discussions about budget struggles across the UC and the increased cost of graduate education. Many UC campuses are concerned for 2025 when the contracts are renegotiated.

Senate Chair LiWang reported that she was part of the STEM group at the Congress who had similar discussions as mentioned above. Some attendees suggested having research professor tracks and other tracks in graduate school so that students are prepared for whichever career they choose.

Interim EVC/Provost Zatz added that in the social sciences disciplines, programs are starting to allow students to complete three articles instead of a book for their dissertations which may allow students to complete their degrees faster.

CAPRA Chair Mitchell asked if graduate students attended the Congress on the Future of Graduate Education. Senate Chair LiWang replied that they did not, nor were many faculty in attendance, either. Most of the attendees were graduate deans and provosts.

AFAC Chair Eaton stated that for some disciplines, only three or four years is not a proper PhD program. Some programs cannot enroll less than their current cohort sizes because they will not reach economy of scale for their graduate classes. Programs have had radical reductions to instructional support at UC Merced this year related to graduate student costs. The campus needs to determine how to provide the right level of instructional support either through TAs or backfilled faculty positions (which likely will not happen due to the faculty hiring freeze). AFAC Chair Eaton asked whether the Senate has a process to study the problem of instructional support production. The campus has less TAS budget support combined with fewer Senate faculty per student enrolled. There is no solution on the horizon.

III. Consultation with AVC for Interdisciplinary Research & Strategic Initiatives Josh Viers

- A. Professors of Cooperative Extension Working Titles
- B. UCM's Agricultural Experiment Stations (AES) Designation

AVC Viers presented a series of slides which were hyperlinked on today's agenda and shared with Divisional Council members prior to this meeting.

AVC Viers began by pointing out that AES is not ANR. AES are scientific research centers that investigate potential improvements to food production and agribusiness. AES and the Land Grant System is a three-way partnership between federal, state, and county governments. AVC Viers then explained the history of establishing land-grant colleges and universities in the U.S. The UC is California's land-grant institution. He then explained tenets of the UC ANR strategic plan, the UC ANR network, and the list of UC ANR programs & institutes.

UC Berkeley, UC Davis, and UC Riverside each have AES mission statements. AVC Viers informed Divisional Council that VCR Wilson has a working group and one of its tasks is to draft a mission statement for UC Merced.

UC Merced currently has no AES faculty. Their split appointment requires a percentage of the appointment to be an agronomist per APM 320 – Agronomist Series. AVC Viers then explained APM 334 - Specialist in Cooperative Extension Series. UC Merced currently has five UC ANR Cooperative Extension Specialists. AVC Viers stated that he is asking for the Academic Senate's concurrence on granting these five specialists the working title of Professor of Cooperative Extension as is the practice at other AES institutions. It is his understanding that the Chancellor or designee has the authority to grant this title, but AVC Viers was asked to obtain concurrence from the Academic Senate. These specialists are not Senate members.

Divisional Council members voiced their support of granting the working title of Professor of Cooperative Extension to UC Merced's current ANR Cooperative Extension Specialists. A Divisional

Council member asked if this requires a change to the APM. AVC Viers stated that he has spoken with the systemwide Senate Chair and learned that there is interest to revise the APM but that will take a couple of years. The MAPP, however, will have to be revised if the working title is granted.

IV. Chair's Report – Patti LiWang

A. October 2 Meeting with Interim EVC/Provost Zatz

- Senate Chair LiWang reiterated what she reported on earlier in the meeting about the Future of Graduate Education Congress at UCLA and discussions about graduating PhD students sooner if they are seeking non-academic careers. There was additional discussion on increased faculty responsibility for graduate student outcomes.
- Senate Chair LiWang met with SNS Dean Dumont to discuss medical education pathway. Dean Dumont has an application ready to send to the Senate and GC Chair Scheibner has agreed to speak with the CCGA Chair. Senate Chair LiWang had suggestions for Dean Dumont's list of admissions qualifications such as academic excellence. Students in the program have to get a 3.6 GPA at UC Merced for medical school admittance and must not violate the student code of conduct. The MCAP is not required. The plan is for Teaching Professors to deliver the curriculum. However, instructors will have to undergo a year of training at UCSF. UCSF is concerned about maintaining their accreditation and wants to ensure that the Teaching Professors are prepared to deliver the curriculum. Funding from the state has already been provided.

EDI Chair Garcia-Ojeda pointed out that he previously served on the medical education committee and informed Divisional Council that the pedagogy used to teach medical students is different from what many instructors are used to and requires experience. Medical school students are educated in cohorts and are moved through different sets of specialties. It is critical to have instructors with an appropriate understanding. There are also concerns about unprepared graduate students with regard to the rigor of qualifying examinations.

V. Request from Administration regarding the Senate Digest Listserv – Chair LiWang

Action: Due to time constraints, this item was tabled until the next Divisional Council meeting.

VI. DivCo Process for Addressing Conflicts of Interest – CRE Chair Viney

This proposal was discussed last year by Divisional Council members and most recently, by CRE members. A summary of the Divisional Council discussions was hyperlinked on today's agenda.

Action: Due to time constraints, this item was tabled until the next Divisional Council meeting.

VII. Presidential Policy on Affiliations with Certain Health Care Organizations – Chair LiWang

The revisions finalize the Interim Policy of the same name that underwent a systemwide review in Spring 2022. The Senate Divisions' comments on that policy were hyperlinked on today's agenda. The memo from Dr. King provides a summary of policy revisions and concerns they address.

Action: This item will be handled via email. Members were invited to share their comments by October 16.

For the Chancellor's impending consultation, Divisional Council members agreed to ask about the absence of appropriate staff (e.g. SPO) in the proposed task force mentioned in the administration's October 11 response memo to Divisional Council and CoR on ongoing financial systems problems. GC member Arevalo pointed out that Oracle was one of the most frequently mentioned causes of research delays for graduate students and post docs in GC's previous survey along with building shutdowns.

VIII. Consultation with Chancellor Muñoz

Associate Chancellor Putney attended with the Chancellor and EVC/P Zatz joined the session via Zoom.

Chancellor Muñoz requested 15 minutes on Divisional Council agendas once a month to share what he is working on and to ask Divisional Council members how he can be helpful to them.

Chancellor Muñoz stated that the administration sent its response to Divisional Council and CoR about the ongoing campus financial systems problems yesterday. Several people across campus are committed to fixing the problems. UC Merced adopted Oracle during a particularly difficult time, e.g. building closures. Faculty were not consulted but going forward, the Chancellor will seek the consistent involvement of faculty. The task force mentioned in the administration's response memo expands on this point. The Chancellor stated that 5-6 months ago, he approved each School to hire a full-time financial staff member. Divisional Council members responded that to their knowledge, only SNS has hired staff.

AFAC Chair Eaton expressed his appreciation for the administration's memo acknowledging the administrative burden on faculty. Graduate students are also impacted by administrative burdens. The Dean of SSHA has informed faculty that the school is operating with just half of their financial staff and are therefore using a triage system to get reports to faculty on start-up balances, incidentals, and other institutional funds, based on urgent needs. AFAC Chair Eaton informed the Chancellor that despite him authorizing the financial staff positions for each school, there appears to be a disconnect with that authorization and what is actually happening. The campus should look at the problems systemically. The Chancellor agreed about examining the problem systemically and plans to hold individuals and offices accountable for delivering on faculty expectations. For example, he has elevated CIO Dugan to the Cabinet (IT was not involved in the issues before this). The Chancellor has also contacted UCOP and UCOP is sending their project manager who implemented Oracle there to UC Merced to assist with issues. As stated in the administration's October 11 memo to Divisional Council and CoR, the co-leads are CIO Dugan and VCR Wilson.

The Chancellor announced to Divisional Council that at the November Regents meeting, he hopes to present the plans and budget for the future medical education building. The building will be \$50 million above the budget provided by the state and the Chancellor is working on raising additional funds. UC Merced is also receiving \$10 million from the state for operations. COB 3 is also in the plans. But unlike the buildings under the 2020 Project, the new buildings will be funded by the state.

The Chancellor stated that at a future visit to Divisional Council, he can provide updates from the legislature.

With regard to the VC/CFO search, the committee is checking references. UC Merced has retained a search firm for the EVC/Provost search (the same firm that UCLA used for their EVC/Provost search). The firm is currently sourcing candidates for the search committee to interview. The co-chairs of the search are CDO Saenz and VCR Wilson.

The Chancellor reminded Divisional Council that the campus was supposed to have 10,000 students by 2020. New faculty were hired on the assumption that enrollment target would be achieved. Those new faculty were hired, but the enrollment target was not reached, and therefore, the campus does not have the revenue it expected. Faculty are generating new degree programs which is increasing enrollment. The Chancellor announced that he has created a new position: Vice Chancellor of Enrollment Management and Marketing. The individual in this role will engage in strategic marketing to reach out to potential students and families. Even if UC Merced enrolls just 500 additional students by fall 2024, that will help the campus greatly.

The Chancellor reiterated his previous request to attend additional Divisional Council meetings for 15 minutes. He is also meeting with Deans and Department Chairs once a semester. Cabinet meetings are still held weekly. In addition, the Chancellor holds extended cabinet meetings that include the Deans in addition to the Vice Chancellors.

Professor McCloskey pointed out to the Chancellor that the proposed task force in the administration's October 11 memo does not include staff who work with Oracle such as SPO. The Chancellor suggested that Divisional Council notify CIO Dugan and VCR Wilson who will invite the appropriate staff.

CoR Chair Ye stated that at the shared governance retreat, there were discussions about metrics and dashboards to check on progress. The Chancellor agreed with this idea and supported it. He expressed his regret that he was unable to attend the shared governance retreat, but he was traveling to attend critical meetings related to Carnegie classifications and philanthropical opportunities for UC Merced. He announced to Divisional Council that he secured \$6 million for innovation and entrepreneurship (I&E).

There being no further business, the meeting was adjourned at 10:35 am.
Attest: Patti LiWang, Senate Chair