



**FALL MEETING OF THE MERCED DIVISION OF THE ACADEMIC SENATE
THURSDAY, DECEMBER 9, 2021
10:30 A.M – 12:00 P.M.
ZOOM
MEETING MINUTES**

I. Chair's Reports and Announcements – *Senate Chair LeRoy Westerling*

- Senate Chair Westerling acknowledged the challenges faced by faculty including the pandemic, Oracle, procurement, research administration, and building closures. He thanked faculty and staff for their patience and collegiality and thanked the administration for being responsive to faculty concerns. The campus has made improvements including increased staff hiring which has resulted in reduced purchasing backlogs. Another round of staff hiring will occur in the spring. In addition, external vendors have been helpful in assisting the campus's efforts to maintain its research functions.
- Senate Chair Westerling thanked Interim Vice Chancellor for Research and Economic Development (VCORED) Marjorie Zatz and Interim Chief Financial Officer (CFO) Kurt Schnier for their work on the revised indirect cost return policy. The new policy covers all grants, including those that are not fully encumbered, and applies to all current grants in addition to future ones.
- The state budget is in good shape. The UC is requesting a 4% faculty salary raise in addition to a 1.5% increase for equity considerations. The UC system is trying to achieve parity in UC faculty salaries with those of comparison institutions. Funding is also requested for climate research.
- Senate Chair Westerling thanked Chancellor Muñoz for his allocation of \$1 million to the Academic Senate from the MacKenzie Scott gift to UC Merced. The funds will be allocated by the Senate over the next three years. If the Senate demonstrates that it allocated the funds in alignment with the campus's strategic goals and Ms. Scott's intentions, the Chancellor will provide ongoing funding to the Senate.

In response to a question from a faculty member in attendance, Senate Chair Westerling clarified that after he and Senate Vice Chair Patti LiWang have reviewed the revised indirect cost return policy, the policy will be issued to Senate faculty.

II. Consent Calendar

- A. Approval of the Agenda
- B. Approval of Draft Minutes of May 4, 2021 Meeting of the Division
- C. Annual Committee Reports AY 20-21
 - Divisional Council
 - Admissions and Financial Aid Committee
 - Committee on Academic Personnel
 - Reserve Committee on Academic Personnel
 - Committee on Academic Planning and Resource Allocation
 - Committee on Research
 - Committee on Rules and Elections
 - Equity, Diversity, and Inclusion
 - Faculty Welfare and Academic Freedom
 - Library and Scholarly Communications
 - Graduate Council
 - Undergraduate Council

Action: Due to a lack of quorum at today's meeting, the Consent Calendar will be issued to Senate Division members for approval via email.

III. Campus Update – *EVC/Provost Gregg Camfield*

EVC/Provost Camfield began his updates by expressing his appreciation for the regular consultation he has with the Senate Chair and Vice Chair.

EVC/Provost Camfield acknowledged that the pandemic and associated budget cuts led to a non-strategic way of responding to financial crises. To save costs and avoid staff layoffs, the campus did not fill the positions of staff who retired or separated from the university. Now, the campus is focusing on refilling vacant staff positions (approximately 80 staff positions are currently open) and the upcoming campus budget call. EVC/Provost Camfield is working closely with CAPRA to ensure that the campus is making plans that are appropriate for the campus's budget system and setting up the campus for future growth. To that end, the campus is currently establishing baselines in line with our current income streams. The budget call this year will focus on supporting the structures that facilitate the campus research enterprise (e.g. IT) and enrollment growth (both the recruitment and retention of students). Given that PIs, department chairs, and Schools are in the best position to know their own needs, the campus is moving various policies and procedures to those "local" levels, while administrative leadership and CAPRA will maintain an institution-wide viewpoint of planning.

EVC/Provost Camfield stated that there will be a complete restoration of all budget cuts plus an incremental increase to the UC budget. UC Merced's new MOU with UCOP will provide the campus with more resources for growth that is tied to student

FTE and includes more funding for undergraduate and graduate students. Campus leadership wants to invest these funds in such a way that benefits the whole campus.

A faculty member asked whether the campus will be allocating increased budget for cross-campus instruction (e.g., GE, WRT) to support increased enrollment besides physical and digital infrastructure plus support staff and services. EVC/Provost Camfield confirmed that the campus will do so. The campus has created strategic planning teams that will help implement the campus strategic plan. All Schools and Divisions (the latter of which are the Library, Undergraduate Education, and Graduate Education) have a voice in planning. EVC/Provost Camfield acknowledged that planning is a great deal of work but believes that it will place the campus in a strong position to grow and thrive. The campus will have to learn how to live with COVID-19 and to support the students who have also suffered during this pandemic.

EVC/Provost Camfield stated that he and Chancellor Muñoz have been aggressive in securing additional resources for the campus. Under the new MOU, the state is paying for a new building at UC Merced. The campus is also working with regional Congressional representatives to acquire funding for rural medical education under the federal Build Back Better bill. The UC system is asking UC President Drake and the Regents to request that the Legislature do what is necessary to help UC Merced achieve R1 status and help UC Riverside achieve membership in the prestigious Association of American Universities. If this effort is successful, UC Merced may receive enough funding to build two or three new buildings.

EVC/Provost Camfield stated that a priority among his EVC colleagues across the UC is diversifying the UC faculty. The UC EVCs hope that the Regents will endorse a request for \$50 - \$100 million to add a couple of hundred graduate students as part of the UC initiative to “grow our own” which aims to increase the pathways available for UC students to go on to work as researchers and faculty members within the UC system. In response to a question from a faculty member, EVC/Provost Camfield explained that the “grow our own” initiative of the UC is to open the doors to graduate students from diverse backgrounds. One possible way is to collaborate with institutions through the UC Merced Undergraduate Research Opportunities Center (UROC) program. These students could be invited to UC Merced to learn about research and research universities. The pilot project is small at this time but cannot scale up until the campus receives funding.

A faculty member asked if the campus has a plan to balance faculty growth and student growth. EVC/Provost Camfield replied that the campus is still working on how to achieve that balance. He does not want the campus to implement “responsibility-based” budgeting. He reiterated the importance of academic planning: to learn who UC Merced is, who it wants to be moving forward, and how it can benefit the public. The faculty member pointed out that delivering graduate education requires different resources than delivering undergraduate education. EVC/Provost Camfield agreed and repeated his earlier statement that the new MOU with UCOP is providing graduate education funding to UC Merced.

EVC/Provost Camfield shared that he proposed to Interim CFO Schnier that the campus take the \$1 million we were spending on TA positions and allocate it to the Graduate Division so they can redistribute according to graduate students' needs. EVC/Provost Camfield explained that he does not want the faculty to use TA positions as the sole means of supporting graduate students; instead, he wants faculty to consider various other means of support such as supporting graduate students on faculty grants. A faculty member asked if this includes Masters students or mainly PhD students. EVC/Provost Camfield replied that it is mainly PhD students, but he is aware that the campus has not established a good incentive for masters programs. The campus is working on this.

Senate Chair Westerling acknowledged that the Senate has received many service requests this year, including Medical Education streams, strategic planning teams, and several high-level searches. He expressed his appreciation to the Senate faculty who are serving in these various roles.

IV. Standing Committee Chairs Reports

- Admissions and Financial Aid Committee, Chair Abbas Ghassemi
 - UCM student institutional debts and adjustments to financial aid awards under the new academic activity policy as well as Debt Free UC Pilot Proposal
 - A-G Ethnic Studies requirement for freshman admission to the University. Proposed Revision to Senate Regulation 424 – AFAC is still reviewing
 - Extensive number of reviews of applications for Admissions by Exception. Proposed Revisions to Senate Regulation 478 (IGETC) – commented on 10/11
 - Proposed Revision to Senate Regulation 424 – AFAC is still reviewing
 - Chair Ghassemi thanked the committee staff.

- Committee on Academic Planning and Resource Allocation, Chair Kevin Mitchell
 - CAPRA's main task this semester was the review of the school and division academic plans in accordance with Phase III of the campus's academic planning process. CAPRA submitted its recommendations to EVC/Provost Camfield on November 19.
 - CAPRA has held regular consultations with EVC/Provost Camfield, Interim CFO Kurt Schnier, and Assistant EVC/Provost Laura Martin with regard to academic planning, strategic planning, and campus finances. CAPRA also consulted with a staff member from the Center of Institutional Effectiveness.
 - CAPRA is holding consultations with the school deans and division leads on the materials that must be submitted by March 1. Schools and divisions will be asked to submit extended academic plans, a summary of progress on strategies and impact, budget request for academic year 2022-23 (fiscal year 2023) and necessary co-requisite resources, and longer-term estimate of co-requisite resources.

- In collaboration with CoR, CAPRA weighed in on suggestions for spending the \$1 million that the Chancellor is allocating to the Academic Senate from the MacKenzie Scott gift.
- CAPRA also commented on the proposed Presidential Policy on Integrated Pest Management.
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- Committee on Academic Personnel, Chair Ramesh Balasubramaniam
 - CAP has devoted part of the fall semester to drafting a Frequently Asked Questions document similar to those of other UC campuses. The document – which is still in draft form – addresses issues that CAP repeatedly encounters or that can appear to be sources of confusion such as the criteria for accelerations, the evaluation of DEI statements, teaching evaluations, and service. Once finalized, the intention is to update this document periodically.
 - At the beginning of the fall semester, the CAP chair participated in Vice Provost Teenie Matlock’s department chair workshop regarding the academic review process.
 - CAP endorsed the proposed revisions to APM 759 pertaining to leaves of absence and other leaves without pay and supported the revised Presidential Policy on Sexual Violence and Sexual Harassment.
 - Mentoring will be included in APM 210 but this revision has not yet been implemented.
- Reserve Committee on Academic Personnel, Chair Martha Conklin
 - Reserve CAP is a standing Senate committee independent of CAP. Reserve CAP is charged with reviewing 1) cases of current CAP members, 2) cases of CAP members who termed off the preceding year, and 3) appeals.
 - For this academic year only, the Vice Provost for Academic Personnel expanded the appeals criteria in the MAPP. As a result, Reserve CAP has an unusually high workload.
 - In addition to its business of case review, Reserve CAP has regularly consulted with the Vice Provost for Academic Personnel with regard to the committee’s observations on appeal case materials. RCAP encourages departments to provide two lines of teaching of evidence faculty dossiers.
- Committee on Committees, Chair Martin Hagger

CoC has nominated faculty representatives to the following:

Systemwide:

 - Alternate for UCAADE
 - Academic Advisory Committee for UC’s Washington Center
 - Systemwide Library and Scholarly Information Advisory Committee

UCM Senate Committees:

- Admissions and Financial Aid Committee
- Undergraduate Council
- Committee for Faculty Welfare and Academic Freedom (replacement for a member who is on leave)
- Committee for Equity, Diversity and Inclusion (replacement for a member who is on leave)
- Recap Member from the School of Engineering 6. Post-doc representative on the Graduate Council
- GSA representative on the Graduate Council

Ad-Hoc Campus Requests:

- Replacement for former Senate Chair DeLugan on the Valuing Black Lives Task Force
- Accessibility Working Group
- Limited Submission Working Group
- Senate representative on the Provost's Communications and Engagement Team
- Faculty Representatives on the Medical Education Working Groups

CoC is currently pursuing:

- Replacement for Prof. Striedter (Biologist from UCI) on CAP
 - Replacement for Boaz Ilan on GC
 - CoC thanks all Senate faculty members for their willingness to serve in these roles, as faculty participation is essential to ensuring the faculty's experience and expertise are reflected in the university's planning and decision making.
 - Finally, CoC will issue its annual Senate Service Preference Survey in anticipation of initiating its efforts to populate committees for AY 2022-2023. CoC encourages faculty colleagues to complete the survey when they receive it in the Spring.
- Committee on Equity, Diversity, and Inclusion, Chair Jesus Sandoval-Hernandez
 - Selected new Faculty Equity Advisors, or FEAs, for all three schools, in consultation with School Deans and Associate Vice Provost for Faculty Zulema Valdez. The selection process prompted a conversation on how best to recruit and train FEAs. As a result of this conversation, the guiding document on the selection process and FEA duties is undergoing a significant revision to encourage wider participation.
 - Had two representatives in DivCo's Anti-Racism Workgroup. The Workgroup has met with the external consultant and expects to launch the review of the Senate's structure, policies, and practices in Spring 2022. The Chancellor provided \$100K to DivCo for its anti-racist initiatives. The workgroup proposed to create mini grants for antiracism and inclusion with the remaining funds.

- Consulted with Interim Chief Diversity Officer Cecil Howard. With the change in the bylaws last Academic Year, the Chief Diversity Officer is now an ex-officio member of EDI.
 - Is partnering with the Chancellor's Advisory Committee on Queer Issues to advocate for filling the vacancies in the Office of Social Justice Initiatives and Identity Programs, which manages the Pride Center, and for providing necessary funds for the Lambda Alliance, a registered club and organization.
 - Has a member of EDI joining the Chancellor's advisory council on Campus Climate, Culture and Inclusion.
 - Chair Sandoval-Hernandez thanked committee staff.
- Committee on Faculty Welfare and Academic Freedom, Chair David Jennings
 - Partnered with Committee on Research and Graduate Council to advocate for faculty to raise the administration's awareness of problems with the research infrastructure on campus. FWAF would like to thank Chairs Sexton and Hestir for their leadership and considerable efforts in this matter.
 - Discussed how to ensure the impacts of COVID and other contingencies were appropriately and adequately incorporated in tenure and promotion reviews. FWAF thanks CAP Chair Balasubramaniam for the productive consultation.
 - Began the process of collecting feedback from faculty on Covid-related, and other, faculty welfare issues, to make sure all concerns are being heard. FWAF members have attended departmental meetings as the first step. FWAF will follow up with anonymous short survey, open office hours, consultation with other Senate committees, and detailed survey on the most salient issues in Spring 2022.
 - Continued its advocacy for access to quality child care and for family friendly policies. FWAF leadership met with the Chancellor, the Interim Chief Financial Officer, and the Associate Chancellor/Chief of Staff for the Chancellor in October 2021, to continue to raise awareness. FWAF looks forward to further engagement with the Administration on this matter.
 - FWAF reviewed a number of systemwide review items.
 - FWAF would like to thank Associate Vice Provost for the Faculty Zulema Valdez for the productive and engaging consultations on all of the above issues and initiatives.
 - Chair Jennings thanked committee staff.
- Committee on Research, Chair Jason Sexton
 - One of CoR's main discussion topics this semester are the challenges surrounding procurement and grant administration. In collaboration with the Committee on Faculty Welfare and Academic Freedom and Graduate Council, CoR submitted a memo to the Chancellor and EVC/Provost about the plethora of obstacles to faculty research and various suggestions for solutions.

- CoR revised the draft policy for the establishment of Centers and submitted it to the administration for comments. CoR will review all comments and then transmit a revised policy to Divisional Council for full Senate review.
 - CoR benefited from regular consultation with ex-officio member VCORED Zatz on a variety of research topics. In conjunction with Zatz, CoR drafted a charge for a proposed, Senate-Administrative research safety committee and submitted it Divisional Council and the administration for comments.
 - In November, CoR issued the annual Call for Proposals for the Senate faculty grants program. Proposals are due before midnight on January 24.
 - In collaboration with CAPRA, CoR weighed in on suggestions for spending the \$1 million that the Chancellor is allocating to the Academic Senate from the MacKenzie Scott gift.
 - CoR also commented on the proposed Presidential Policy on Abusive Conduct/Bullying in the Workplace and the proposed revisions to APM 759 pertaining to leaves of absence and leaves without pay.
 - CoR Chair Sexton thanked committee staff.
- Committee on Rules and Elections, Chair Christopher Viney

At the Fall Governance Retreat, the following priorities for AY 21-22 were presented to Retreat participants, and subsequently, to members of the Divisional Council:

 - Including Teaching Professors on CAP (the committee has begun its discussion of this proposal and it will be revisited in the Spring semester) Helping other faculty committees and constituencies to avoid non-inclusive language in Bylaws, Policies and Procedures
 - Assist Senate with lab safety language and interface with EH&S.

CRE reviewed and transmitted comments on the following items:

 - Proposed revisions to the Presidential Policy on SVSH
 - Proposed revisions to Senate Regulation 478, which governs IGETC
 - Proposed revisions to the Bylaws of the Sociology Department
 - All Senate members will receive a call for Nominations for the DivCo, At-Large and the Committee on Committees' positions. Chair Viney encouraged faculty to self-nominate or nominate their colleagues.
 - Chair Viney thanked committee staff.
- Graduate Council, Chair Erin Hestir
 - Collaborated with UGC and consulted Graduate and Undergraduate Deans on campus's safe return to in-person instruction, and on planning spring instruction delivery. These conversations are ongoing, at meetings with VPDUE Frey and Interim VPDGE Kello once to twice a week. This has led to several important policy initiatives, including re-examination of the

course proposal process for courses with online components, and of the definition of instructional modalities.

- Welcomed its first-ever postdoctoral representative, following the review and change of the Bylaws last year, with help from CRE, as a part of the Senate's advancing anti-racism and inclusion initiatives.
 - Consulted with the APO to clarify the responsibilities of department chairs in mentoring and supervising graduate student instructors and postdoctoral scholars.
 - Continues to work on the Faculty-Graduate Student Conflict Resolution Infrastructure, in consultation with the Graduate Student Association and the Graduate Division. GC is collecting feedback on the guidelines and flowchart proposed by the joint Senate/administration workgroup last summer, from relevant Senate committees as well as Deans, Department Chairs and Graduate Group Chairs, and will be synthesizing the comments and revising the guidelines and flow chart in Spring.
 - Has reviewed four Graduate Groups' Policies and Procedures and one proposal for Concentrations, and in the initial review stage of Policies and Procedures for four more Graduate Groups.
 - Has benefited from consultation with the Interim Vice Provost and Dean of Graduate Education and from collaboration with the Graduate Division on wide-ranging topics including graduate fellowships, graduate student professional training, graduate group policies and procedures, and advisor-advisee relationships. GC appreciates the collaboration with the Administration—VPDUE Frey and VPDGE Kello have gone above and beyond their duties to collaborate with UGC/GC to coordinate instruction planning in response to Covid.
 - Chair Hestir thanked committee staff.
- Library and Scholarly Communication Committee, Chair Maria DePrano
 - As Chair DePrano had to leave the meeting early due to other commitments, she provided a written update available [here](#).
 - Undergraduate Council, Chair Holley Moyes
 - UGC is currently assessing and revising our policies and procedures for approvals of online courses through the CRF process
 - UGC is exploring two-year terms for the Chair
 - Chair Moyes thanked the committee staff.

V. Chancellor's Leadership Academy

Guests: Director of Program Development De Acker, Director of Talent, Learning and HR Services Fabiola Elizalde, and Interim Associate Vice Chancellor/Chief Human Resources Officer Shenethia Manuel

Director Elizalde presented a series of slides on the Chancellor's Leadership Academy. The goal of the academy is to enhance management competencies and leadership skills that will equip and prepare participants to effectively lead and

navigate through the complexities of higher education. The cohort is 16 participants that are diverse in age, gender, race and ethnicity, job level, and departmental affiliation (8 staff/8 academic). The first year of the academy consists of 6 workshops that are 6 hours each. In their second year, participants may be involved in individual mentoring/shadowing/internships relationships with high-level administrators. The 6 program workshops will be: “Personal Leadership: Leading Oneself”, “Strategic Leadership: Talent Management and Development”, “Financial Leadership: The Dollars and Sense of UC Merced”, “Inclusive Leadership: The Strength of Diversity”, “Visionary Leadership: A Plan of Action to Build”, and “Political Acumen”.

Interim AVC Manuel asked faculty for input and invited them to respond to the Chancellor's Leadership Academy Feedback Survey. The link to the survey was provided in the meeting.

The workshops will be conducted by both internal/UCM and external talent. Interim AVC Manuel again requested faculty’s feedback on this and other aspects of the academy via the survey link. At this time, she is targeting the leadership groups for feedback, including Staff Assembly Executive Board, Senior Administrators Council, and Senate faculty.

A faculty member stated that he would be hesitant to encourage pre-tenure faculty to participate in this leadership academy due to the time commitment. Furthermore, many faculty have already engaged in multiple, external development trainings. He asked how the Chancellor’s Leadership Academy fits into the broader professional development platform. Interim AVC Manuel replied that the hope is that the individuals who participate in the Leadership Academy will form a network and rely on each other to navigate various issues. She added that she hopes that participants will be recommended for the academy by their supervisors.

VI. Petitions of Students

No petitions were presented.

VII. New Business

Senate Chair Westerling stated that the Committee on Privilege and Tenure (P&T) is experiencing an increased workload and the Senate office is requesting additional staffing. The committee may split into two separate committees, Charges and P&T. The Senate may also want a separate committee on Courses.

There being no further business, the meeting adjourned at 12:35 pm

Attest: LeRoy Westerling, Senate Chair