

**MINUTES**  
**Committee on Research**  
**December 4, 2012**

**Present:** Scott Oliver (chair), Elisabeth Cameron, Sri Kurniawan, Deborah Letourneau, Debra Lewis, Barbara Rogoff, Fitnat Yildiz, Andrew Smith (GSA), Mary-Beth Harhen (Senate Director), Matt Robinson (Committee Analyst)

**Absent with Notice:** Nathaniel Deutsch, David Koo

**Committee Business**

Chair Oliver announced that he and COR member Nathaniel Deutsch are members of the Vice Chancellor of Research (VCR) search committee. Chair Oliver also informed the committee that the Senate Executive Committee (SEC) met with Vice Chancellor for University Relations (VCUR) Donna Murphy and discussed the five initiatives of the comprehensive campaign: transformative student experience; human health; coastal sustainability; Institute of Arts and Sciences; and Silicon Valley initiatives.

The minutes from COR's November 6, 2012 and November 20, 2012 meetings were approved as written and the committee agreed to use Google Docs to edit future meeting minutes.

**Consultation with Dean of Physical and Biological Sciences (PBSci) Paul Koch**

Chair Oliver noted that COR provides around \$100,000 in support each year to PBSci faculty through Faculty Research Grants, Special Research Grants and Scholarly Meeting Travel. Considering the list of research centers attributed to the PBSci Division on UCSC's website, Dean Koch acknowledged that the list is out of date. COR would like to have a central list of research centers, labs, and equipment for the entire campus that could be used for, among other things, researchers on campus, external collaborations, graduate recruitment and faculty recruitment.

COR asked about the relationship between research support from the PBSci Division and research support from the Office of Research (OR). Dean Koch explained that in the PBSci Division, fifty percent of all indirect cost receipts (ICR) go back to the generating department and the other fifty percent is held centrally. The money that flows back to the departments allows each department to signal its priorities by spending from its own fund. If a department is short on funds, they may borrow forward. The centrally held funds support all PBSci research by paying for, among other things, waste disposal fees and information technology user fees. An example of a divisional interface with the Vice Chancellor of Research (VCR) would be for major research instrumentation (MRI) proposals. For MRIs, the VCR provides matching funds. With fifty percent promised from the VCR, the Division will typically contribute thirty percent while twenty percent comes from the proposing department.

COR asked about the divisional plan to increase the number of PBSci Ph.D. students in conjuncture with the campus goal of reaching twelve percent Ph.D. enrollment. Dean Koch is waiting for a campus plan but has done some analysis within the PBSci Division regarding capacity for growth. Ph.D. student growth cannot happen without external funding support. Currently, the average number of Ph.D. students per faculty in PBSci is three. The biomedical fields are locked in at an average of three Ph.D. students per faculty because these fields are

depending on NIH funding. Because of this, the biomedical fields are likely not an area for Ph.D. student growth. Overall, Dean Koch believes that the PBSci Division is currently producing Ph.D. students at average levels (when compared to other UC campuses). Bringing the under-average PBSci departments up to average levels will do little to advance UCSC towards twelve percent Ph.D. enrollment.

COR brought up the issue of adequately preparing Ph.D. students for successful careers after graduation from UCSC. Dean Koch agreed that this type of deeper question will have to be addressed in the campus plan. Currently, around twenty percent of PBSci graduate students go into university faculty positions. COR discussed various departments around campus, such as Psychology, that have strong professional development programs for their Ph.D. students. Dean Koch agreed that “soft skills” such as leadership and professionalism need to be addressed and indicated that they may already be addressing these needs in the departments.

COR asked about the possibility of seeking external donations for Ph.D. students. Dean Koch pointed out that the campus cannot raise money for graduate students in a vacuum. External fundraising would have to be done in the context of a larger research plan. Donors would have to buy into a research project or goal and then funding could be used in support of more Ph.D. students.

COR asked about the staff members in PBSci who aid faculty in submitting grant proposals. Dean Koch noted that grant submissions go through the VCR’s office. Because staffing levels have remained stagnant while the number of grant proposals has swelled, individual faculty now handle most of the workload when applying for grants. The Office of Sponsored Projects (OSP) provides support to ensure that the proposed budget is legal. The placement of OSP staff members in the divisions (rather than having OSP centrally-located) has been beneficial in the PBSci Division.

#### **Consultation with Dean of Humanities Bill Ladusaw**

Chair Oliver noted that COR has provided \$640,000 in research support to the Humanities Division over the last five years. Dean Ladusaw acknowledged that COR support is very important to individual faculty and their individual research.

Dean Ladusaw provided a brochure highlighting research in the division and explained that the list of research centers and initiatives is dynamic and up to date. Dean Ladusaw explained that the culture of research in the humanities is changing. Traditionally viewed as an individualistic endeavor, humanities research is moving to more of a collaborative and interdisciplinary model. The amount of external funding available for traditional humanities research is very limited, and the move towards collaboration has helped to make the research more ambitious and more likely to bring in funding from external organizations.

The Institute for Humanities Research (IHR) was formed as an umbrella for smaller research projects, allowing proposals and projects to be a part of a large collaborative organization. The IHR serves as the Humanities center for UCSC and it currently supports three staff positions: an associate director, an event director and a project manager. This structure is in response to the nature of humanities research, which is frequently done through meetings and conversations

among groups. Faculty must have an external grant to use the IHR, as support for the institute is billed to the grants. The IHR is currently creating GSR internships so that graduate students can learn useful “soft skills” while contributing to the center’s operations. Also, the IHR steering committee adjudicates undergraduate research prizes.

Dean Ladusaw asked about COR’s willingness to support cluster proposals that involve the IHR. COR explained that currently faculty can submit collaborative proposals. Also, two or more faculty can apply for the same project and reference each other in the applications. Dean Ladusaw asked if COR funding could be used to pay for a culminating workshop through IHR. COR explained that many restrictions on funding were loosened this year and that the fundable and non-fundable expenses are attached to the application for COR grants.

COR asked about the Humanities Division’s plans to increase Ph.D. student growth. Dean Ladusaw noted a sharp decline in the number of humanities graduate students over the past three years. The decline can be attributed to cuts in graduate student support, the long time to degree in the humanities, and aging faculty not taking on new Ph.D. students. Dean Ladusaw’s goal is to get Humanities back up to 200 Ph.D. students by having 100 ladder faculty in the division with an average of two Ph.D. students per faculty. Current levels are 93 faculty and 165 Ph.D. students. The largest parameter for growth is funding, as most external funding operations focus on the scholar and not on graduate student support.

### **Consultation with VCR Bruce Margon**

VCR Margon briefly discussed the results of the stakeholder survey conducted by the Office of Research (OR) in conjunction with the office’s self-study. A summary of the responses will be made available by the end of the quarter. The VCR sees the survey as just one of several modes of stakeholder input during the external review process of OR. COR asked if the survey results could be separated by division. VCR Margon noted that other useful separations of results include faculty and non-faculty or grant holders and non-grant holders. COR members will continue to seek feedback on OR from their departments and will discuss the OR self-study in more detail in January.

VCR Margon explained that he will have to reduce OR staff by two or three positions by July 1, 2013. OR has maintained its staff lines over the last three years based on the argument that it is a revenue-generating unit.

COR asked about ways in which OR could streamline the proposal processes, such as by providing grant proposal templates or checklists for faculty. VCR Margon noted that the survey results did indicate areas where OR could be paperless and more efficient but delays in IT support have slowed OR streamlining. OR deals with over forty external grant agencies and does not have the personnel to create templates and checklists for each organization. COR pointed out that templates could be created for the major funding agencies such as NSF and NIH. Unlike other UC campuses, though, UCSC OR keeps Office of Sponsored Projects (OSP) staff embedded in the divisions to aid faculty. UCSC OSP is also one of the few that prepares grant budgets and will accept proposals very late in the application timeline.

VCR Margon expressed his belief that the VCR must be able to get out of the office and work more with faculty, industry, and the community but the structure of the office—having only one faculty member—precludes this. It is also important that the VCR meet with new faculty members to orient them about OR and research in general.

VCR Margon reported that the movement towards composite benefit rates is looking smoother than he initially anticipated. Also, NIH instituted new rules regarding financial conflict of interest, requiring faculty to disclose any money they receive as a result of their position at the university. Despite the invasion of privacy concerns surrounding these new regulations, OR has successfully submitted over forty applications for NIH funding since August.

The meeting adjourned at 4:05 pm