

## **MINUTES**

### **Regular Meeting of the Santa Cruz Division March 8, 2006**

#### **Meeting**

A regular meeting of the Santa Cruz Division of the Academic Senate was held Wednesday, March 8, 2006 at Kresge Town Hall. With Secretary Deborah Letourneau and Parliamentarian John Isbister present, Chair Faye Crosby called the meeting to order at 2:35 pm, and announced that the meeting would be recorded for accuracy in compiling the minutes.

#### **1. Approval of Draft Minutes**

Chair Crosby asked if there were any additional changes, other than those submitted in writing, to the minutes of November 18, 2005. As there were none, the minutes were approved.

#### **2. Announcements**

##### **a) Chair Crosby**

Shared governance will be the organizing theme behind today's meeting. The governing body of the Assembly is the Academic Council, which is made up of Senate chairs from each of the ten campuses and the chairs of system-wide committees. Council meets monthly, and the Assembly meets every term on business of the university. A special meeting has just been called to consider the removal of Academic Council Chair Brunk. Long term issues being considered by Council include: (1) developing mechanisms that use shared governance procedures to address leadership conflicts such as this recent one in Academic Council, (2) achieving fairness and transparency in executive compensation throughout the UC System and equity among campuses of different sizes, (3) improving support for graduate student education, (4) expanding teacher training opportunities in science and math, and (5) regularizing the review process for research units.

The Senate and the administration on our campus have been developing a procedure for joint task forces, forming the Vice Provost for Academic Affairs position, planning for professional schools, and conducting searches for deans and other executives. Additional issues include retention of students, graduate education, faculty welfare, and the relative size of the divisions with respect to UCSC's academic mission.

CAFA Chair Rob Coe stated that this is a very important time in terms of undergraduate admissions. From now until May 1<sup>st</sup>, we expect over 10,000 prospective students and family members will be visiting our campus. An intensive recruitment period is planned between April 10<sup>th</sup> and April 28<sup>th</sup>. To encourage classroom visitations, we are considering drop-ins to be welcome unless faculty notify admissions otherwise. Faculty participation is very important in the recruitment effort.

**b) Chancellor Denton**

Today is International Woman's Day, which is celebrated around the world as a reminder of women's and men's struggle for equality, justice and peace. Chancellor Denton acknowledged that faculty members contribute to this every day through their scholarship and personal engagement with students. The symposium "Achieving Excellence through Diversity" was the highlight of her first year at UCSC; she thanked those responsible for the planning of that event. The plenary speaker Dr. Shirley Jackson, President of Rensselaer Polytechnic Institute, gave an excellent talk on diversity. This informative talk is accessible online. There was also a Friday morning symposium, an investiture, and the Scholarships Benefit Dinner. Chancellor Denton outlined a vision for the campus and presented six campus priorities in her inaugural address. The six priority areas are as follows:

1. Expand educational opportunities for both undergraduates and graduate students. This will mean continuing revitalization and refinement of the colleges so they express the 21<sup>st</sup> Century model of the vision of our founders. We need to acknowledge and support the invaluable contributions of graduate students and establish professional schools that will attract leading scholars.
2. Build on the quality of our existing academic programs by establishing new offerings, emphasizing interdisciplinary connections, and developing new programs that will enhance our competitiveness for additional extramural funding.
3. Bolster fundraising and organizational effectiveness by increasing partnerships among campus units and with companies, educational institutions, and governments in Santa Cruz, the Monterey Bay Area, Silicon Valley, and beyond. This will help advance a culture of philanthropy, with the goal of increasing private support for students and faculty.
4. Renew our commitment to the community and continue discussions on shared concerns regarding affordable housing, transportations systems, and a vital economy. Underscore the benefits of a great university for schools, volunteerism, cultural activities, and economic growth and stability. Honor the university's commitment to the people of California by offering access to the students of tomorrow.
5. Increase national and international recognition for the innovation and other contributions to UCSC by developing new strategies to showcase achievements of our faculty, students, staff and alumni who are making a positive difference in our world.
6. Invest in people. Develop new strategies to attract, recruit, retain, and promote outstanding and diverse students, staff, and faculty. Nurture talent with a leadership development program to ensure a steady progression of future leaders.

Chancellor Denton reviewed points of progress on each of the priorities. We are stabilizing the language offerings in Humanities, participating in the Cal Teach Science and Math Initiative to provide opportunities for our undergraduate students to build the future generation of K-12 teachers, and, in the spring, providing the first classes taught at the NASA Aimes Center. The Allied Research Program has funded more than 25 graduate students since its inception, and anticipates awarding \$400,000 this year. She stressed the importance of identifying areas for professional schools at UCSC and thanked the faculty for assisting in this area.

The Coordinating Committee on Graduate Affairs has approved the new Music Ph.D. program. There is a new program in Computer Gaming that cuts across divisional boundaries to include scholars in Engineering and the Arts, and is very popular. Also, there is a new offering coming on line in Feminist Studies.

There are a number of different arenas working towards the third priority of increasing productive partnerships, both within and outside our campus. UCSC received a two million dollar grant from NASA to develop the Bio-Info-Nano Research and Development Institute (BIN-RDI). The University Affiliated Research Center (UARC), a partnership between NASA and the University of California continues to generate sizable opportunity funds for the campus. Additional resources and staffing have been provided to University Relations. Donna Murphy, our new Vice Chancellor for University Relations, has a lot of experience in public universities and in international non-profits. Jennifer Svihus, the new Associate Vice Chancellor for Development, comes from UCSD where she was a senior development officer.

Our commitment to offer California's students access to the UC is being honored this spring via student recruitment from the 25,000 students who applied for undergraduate slots at UCSC. With respect to our commitment to our Santa Cruz community, we have been meeting with first Mayor Rotkin and now Mayor Matthews. University Relations has also put together a new community newsletter, which has received positive feedback. We have a good neighbor program, spear-headed initially by Acting Chancellor Chemers, that provides support for different activities between the campus and the community. The city and the campus have worked together on a new party ordinance.

Progress with the fifth priority, to brighten the spotlight on campus achievements, has been made as we work with University Relations to develop a new set of materials that focuses on people. Chancellor Denton urged faculty to review the new folder, and stressed the importance of these materials for recruiting students and new faculty. The folder is a general vehicle for providing information to those we are recruiting or to those we are informing about the work we do at UCSC. We have also been working on enhancing our web presence. Several faculty members have recently received awards: Senate Chair Faye Crosby received the Kurt Lewin Memorial Award, Professor David Haussler was awarded the Dickson Prize in Science from Carnegie Mellon University, and Ellen Moir of the New Teaching Center received the McGraw Prize in Education.

For future leadership we need to nurture talent from within and ensure a steady progression of mentoring in order to reach our sixth priority, to invest in people. The Committee on Affirmative Action and Diversity is working on a three-part diversity study; Chancellor Denton thanked faculty for participating in the survey and focus groups. Lisa Sloan, Dean of Graduate Studies, is our campus representative to a UC system-wide task force on faculty diversity. Interim VPAA Alison Galloway was our campus representative to the system-wide forum on leadership. Chancellor Denton welcomed Virginia Steel who has been hired as the new UCSC Librarian.

In closing, Chancellor Denton stated that there have been many successes in the past year; we have a lot to be proud of. She thanked faculty for all their efforts. She also noted that there have been issues and challenges. We have applied the lessons we have learned from those experiences. These issues include the Tent University Task Force, the October Career Fair, lack of transparency in UC compensation, campus vandalism, and the issue of the Pentagon TALON database.

**c) Campus Provost/EVC Klinger**

CPEVC Klinger listed the six priorities outlined last fall: to replenish UCSC's leadership team, improve employee compensation, increase the rate of faculty hiring, make additional progress consolidating Information Technology, provide additional support to units, and look for additional solutions to faculty housing difficulties. He thanked those involved for their exceptional commitment, creativity and persistence in dealing with these issues. We are making very good progress on the recruitment of three new Deans for next year. We are also conducting searches for a Vice Chancellor for Research and an Assistant Vice Chancellor for Academic Human Resources. The second priority of improving employee compensations is very challenging because it is not a problem we can solve on this campus. It requires changes at the Office of the President. We need to focus the system-wide leadership on this issue and get cooperation from the legislature. We are pressing to accelerate the University's proposal for a ten-year time frame to increase salaries. Salary issues will become more difficult due to requests of the Regents to consider strategies to reinstate employee and employer contributions to the retirement system. We have made substantial progress in increasing the rate of faculty hiring. We have increased resources to the academic divisions, accelerated the allocation of FTE for the 2006-07 recruitment period, and increased central administration support for start-up funds to allow divisions to include housing allowances when it is critical for successful recruitment.

CPEVC Klinger announced that administration would allocate one million dollars this year in one-time funds to deal with recruitment and retention issues for this campus. It is his belief that the most important thing for this campus is to recruit and retain the very best faculty. Both the Senate Executive Committee and the Deans support this initiative, even though it will probably mean that other campus priorities may not get funded. He has asked the Senate to bring together a group to work with the Academic Deans to jointly come up with recruitment and retention recommendations. Divisions have also received

increased contributions for housing allowances. Thanks to Ted Holman, Paul Ortiz and Faye Crosby for their continuing hard work on these important issues.

The Information Technology (IT) consolidation was a very ambitious undertaking; there has been progress as well as problems. Two important projects that are really important to senate members are the Academic Information System (AIS) and the Graduate Application Review Program (GARP). Campus advisors can now use the portal for easy access into AIS. Teaching Assistants also have access to enter the grades directly into the system. There have been problems with GARP, particularly with how GARP integrates into AIS. There were also a series of hardware failures that occurred in the middle of the graduate recruitment season. The Graduate Division will be coordinating the efforts of a team that has been organized to work on these issues over the next year. This team will be consulting with faculty and staff to ensure that the necessary improvements are made. Generation of new resources for academic programs will be in the forefront of the EVC's budget allocation decisions.

Housing difficulties are an extremely critical problem for this campus. Affordable housing is a necessity if we are to hire good staff and faculty. Even though there are problems with the Ranch View Terrace housing project, we have added additional campus housing at Laureate Court and Hagar Court. Ranch View Terrace homes are expected to be completed in the summer of 2007. We are currently working to ensure that we have the maximum number of financial assistance programs to help faculty purchase campus housing. EVC Kliger has asked Vice Chancellor of Student Affairs Francisco Hernandez to develop an employee housing administrative plan by September 2006. The framework and the timeline for this administrative plan will be discussed at the April 26<sup>th</sup> Senate meeting. Administration is also working with the city to jointly solve housing issues. We also have people meeting with off-campus property developers to explore off-campus options.

The initial assessment of academic plans submitted recently by the Deans is that they are very departmental/divisional centric. CPEVC Kliger will be working with the Deans to integrate programs and create synergies that make the most of our limited resources. The campus plan will need to address outstanding issues such as professional schools, summer quarter, Silicon Valley Center, and an Honors Program. He envisions presenting the campus plan in two parts: an academic strategic plan that maximizes the quality of academic programs through interdisciplinary programs and synergies across divisions and minimizes overlap and an implementation plan that involves the financial strategies and accountability measures. We are significantly under-enrolled this year. Under-enrollment is a problem across the UC system, with only two campuses (Berkeley and San Diego) meeting their enrollment targets. UCSC must be very competitive in attracting new students because continued under-enrollment will lead to significant budget problems. Under-enrollment will also affect the implementation of our academic plan. In closing, EVC Kliger said how much he appreciates the working relationship he has with the Senate. The Senate's job is to challenge the administration and they have done a very good job at this. The administration's job is to listen and respond to these challenges. With the Senate and the administration working together, the campus can move forward in new directions.

Liam Welcher, CAFA and Tent University Task Force student representative, asked how large the budget reduction due to under-enrollment will be, and how those losses will be distributed on the campus. CPEVC Kliger responded that our focus is to enroll students and meet our targets for next year. He will try to protect the academic divisions from any cuts in the short term, but he could not report on specific numbers at this point. Professor Roger Anderson asked how big is the enrollment shortfall system-wide; and what is the expected enrollment supposed to be for next year. EVC Kliger said that there is a shortfall of about 2,500 students at UC. Chancellor Denton added that the shortfall on our campus was a small fraction of that number; UCSC numbers for next year are still emerging. Professor Anderson also asked about the Long Range Development Plan (LRDP) and the housing plan. EVC Kliger responded that the hope is to submit the final Environmental Impact Report (EIR) and the LRDP to the Regents in September 2006.

**3. Reports of the Representative to the Assembly (AS/SCP/1482)**

The report was received without comment.

**4. Special Orders: Annual Reports**

**CONSENT CALENDAR**

**Committee on Research (AS/SCP/1480)**

The report was received without comment.

**5. Reports of Special Committees (none)**

**6. Reports of Standing Committees**

**a. Committee on Educational Policy**

**i. Amendment to Regulation 6.2.2 on Minimum Academic Progress (AS/SCP/1478)**

CEP Chair Richard Hughey stated that Regulation 6.2.2 was created when UCSC did not have grades. There was a regulation that combined issues of academic standing of students and academic progress. These two important criteria are part of a system-wide regulation that students graduate from UC with a 2.0 average (academic standing) and have 180 units (academic progress). Several years ago academic standing was broken down into a separate regulation. This amendment would update the academic progress regulation to state that students must accumulate 180 units by the end of the fifth year. This change would affect a relatively small number of students, mostly those who are dropping classes if a low grade is anticipated.

Professor Roger Anderson asked how many students are presently in academic difficulty. CEP Chair Hughey clarified that 9% was calculated on the base of the students currently in review, not 9% of the student body as a whole. This regulation will allow CEP to identify the students who need counsel in the college advising system. The motion was brought forward and approved by voice vote.

**b. Senate Executive Committee**

**i. Revision to Bylaw 7.4 (AS/SCP/1477)**

Senate Vice Chair Quentin Williams presented the revision to Bylaw 7.4, which will change the manual by which our meetings are governed. The proposal is to go from Robert's Rules of Order to the Sturgis Standard Code of Parliamentary Procedure. The primary rationale for this change is that Robert's Rules of Order is out of copyright. Therefore there may be ambiguity in referencing a text that is no longer in print. Also, Sturgis Standard Code is much easier to read and use, and has been adopted by many of our sister campuses as well as the system-wide body. The revision to Bylaw 7.4 was passed by voice vote.

**ii. Task Force on Tent University and Restructuring Emergency Response  
(AS/SCP/1479)**

Carolyn Martin Shaw, Chair of the Task Force on Tent University and Restructuring Emergency Response thanked the members who worked on the task force. CAFA Student Representative Liam Welcher inquired about how the task force identified the students that were interviewed for the report. Chair Martin Shaw responded that student names were given to them by faculty members, provosts, and staff who were present at the time the students were arrested. They also talked to the one individual who said he was responsible for bringing the idea of Tent University to campus. Names also came from members of the task force, and from announcements in classes. The upshot of the report is that decision-making in regards to demonstrations should be made as close to the students and student services as possible.

**c. Committee on Faculty Welfare**

**i. Report on Faculty Concerns about Shifts in Benefits Policies AS/SCP/1481)**

Paul Ortiz, Chair of the Committee on Faculty Welfare (CFW) acknowledged and thanked Pamela Edwards, the administrative advisor to the committee, for her incredible work, and for keeping the committee on task. He also thanked his fellow committee members and past faculty members who have served on CFW. In the Spring 2004 Senate Meeting, faculty supported a resolution regarding campus child care. The resolution was based on a survey that determined there was a lack of affordable child care options on campus. There has not been satisfactory progress on this issue since the resolution was passed. Child care is a necessity for our colleagues and it has an impact on recruitment, retention and quality of life for faculty and staff. An expanded child care center at UCSC could provide significant research opportunities for faculty and for our students. A proposed plan for a new center would add one hundred additional spaces for children. In the 2000-01 CFW report, then Chancellor Greenwood and EVC Simpson committed to provide \$1.5 million dollars toward a child care center. The Office of the President (OP) agreed to provide matching funds of one million dollars for the new center. CFW urges Chancellor Denton to demonstrate her support for child care by making it a fundraising priority; moving forward and building the center to ensure we do not lose the OP funding. They would also like the Chancellor to meet with the Child Care Advisory Committee to discuss these issues in more depth.

CFW recently issued the Report on Faculty Concerns about Shifts in Benefits Policies. There is concern about recent moves by the Regents to consider restarting employer and employee contributions to the University of California Retirement System Defined

Benefit Plan. The system-wide CFW favors the resumption of contributions to the plan in order to keep it fully funded. However, the committee also recommends that the resumption of increases be timed in such a way as to cause no reductions in take home pay of UC employees. Chair Ortiz asked our administration to consider endorsing the UCFW principal on proposed benefit changes. CFW is also recommending that the Senate Executive Committee (SEC) in consultation with the Committee on Planning and Budget (CPB) and other committees and stake-holders, prepare a report on all planned or contemplated changes in those benefits. Finally, CFW recommends that the Santa Cruz Division hold forums in spring quarter on these matters.

CFW Chair Ortiz thanked Chancellor Denton, EVC Kliger, SEC, CPB, and Senate Chair Crosby for their assistance in restarting the dialogue about campus employee housing. CFW is looking forward to providing ideas on the recruitment and retention funds announced by EVC Kliger. The entire campus was urged to pay special attention to the timeline for the longer term housing plan presented today by EVC Kliger, recalling that the timeline presented in a SEC resolution last spring was not met CFW will take a very proactive position in supporting the EVC's new timeline because the housing crisis affects the quality of every person on this campus.

Professor Marcia Millman stated that there is some evidence to discussions of revising the availability of insurance coverage to faculty who retire. She said that UC seems to be taking the position that there was never a promise that health benefits would be available to people who retired. She said there is ample evidence that such a promise was made when the university offered a plan that allowed faculty to opt not to pay into Medicare. She feels that the university would not have sponsored a plan where people opted out of Medicare if there was not an implicit, if not explicit promise to offer health benefits to the retired. She also reminded the Senate that the university broke a promise 15 years ago, when it announced that it would not have money to pay the entire cohort that had earned merit increases that year. Faculty had to sue the university in order to receive the back years from those merit increases. It is essential that we protect the availability of health insurance to those who are retiring. CFW Chair Ortiz will take those two issues to the system-wide UCFW meeting.

Chancellor Denton encouraged faculty to email her with important issues. She also stated that she welcomes input from people and requests to engage in issues. Professor Ethan Miller asked why the university doesn't make contributions on behalf of faculty instead of doing deductions. CFW Chair Ortiz replied that UC is contemplating this in tandem with employee contributions. Professor Miller clarified that he was talking about in place of employee contributions because it would allow for flexibility on scheduling. He also said that some faculty, including him, pay taxes for Medicare and Social Security. This should be considered when UC is looking at the question of services. Margo Hendricks reminded the Senate that the middle stratum is also in need of housing alternatives, not just new recruits.

In regards to an inquiry on Ranch View Terrace, Chair Crosby reiterated that there is a lawsuit, but that EVC Kliger is hopeful that groundbreaking will take place in the spring.



## **ii. Oral Report on Quality of Life Issues**

Other questions were posed with regard to Ranch View Terrace, with confirmations of rising prices of that housing and the plan to build an initial cluster of 7 housing units. Professor Pam Roby asked about the UCCFW report mentioned, but not included in the report. Paul Ortiz will make the URL for the system-wide statement of principles available. She reiterated the importance of employee retirement plans in compensating the work done by UCSC faculty and staff.

## **d. Committee on Planning and Budget**

### **i. Oral Report on Academic Planning**

Committee on Planning and Budget (CPB) Chair Paul Koch reported that the committee has been actively reviewing the divisional academic plan. He noted that there has been concern about the planning process; CPB will be offering comments on the academic plans submitted by the divisions by posting them on the web. He encouraged faculty to contact CPB with their thoughts about academic planning on the campus. He also stated that other senate committees are involved in submitting comments on these academic plans.

## **e. Committee on Rules, Jurisdiction, and Elections**

### **i. Proposed Change to Bylaw 13.4 Revision to Member Voting (AS/SCP/1483)**

RJ&E Chair Dave Belanger said this revision came about because of a request about a legislative interpretation with Bylaw 55. The discussion does not concern waivers, because waivers are not abstentions; when you waive your right to vote, you just don't vote. This proposed revision states that there should be no questioning of why someone is abstaining from voting. Chair Belanger responded to Carolyn Martin Shaw's question about recusals by clarifying that a recusal is one kind of abstention. The revision was approved by voice vote.

## **7. Report of Student Union Assembly Chair**

Floyd Amuchie spoke on behalf of the Student Union Assembly (SUA). He stated that there seems to be an issue of self-interest among the divisions, such that everyone is looking out for their own programs instead of striving for a collective curriculum for UCSC students. Language and Writing Programs are two examples of this; requirements must be met by students but divisions do not want their funds to go towards these programs. SUA urges the Chancellor and the Senate to come up with a platform where all committees and divisions look at students needs as a whole. Senate Chair Crosby responded that the SEC is currently talking about something called "Educating the Whole Student". She also noted that the Senate has plenary authority over curriculum. The Senate looks forward to working with the SUA on the whole integration of every student at UCSC. Stephanie Kramer, the Cowell College student representative, voiced her concern about the Language Program. She asked to which committee concerned students should direct their comments. Floyd said that students can attend SUA meetings on Tuesdays from 6:00-8:00 in Conference Room D. One of the biggest issues for SUA this

year has been that of communication between different departments within the university structure.

### **8. Report of the Graduate Student Association President**

Ian Dobbs Dixon, President of the Graduate Student Association (GSA) stated that UCSC leans heavily on the work of graduate students. It behooves us to do everything in our power to make this institution graduate student friendly so graduate students can continue to do their best work. Graduate students do not have the authority to implement issues independently and must turn to faculty and the administration for assistance. International students are huge assets for UCSC as they foster ties for international collaborations. Too often, international students are overlooked and they face specific issues that are different than the rest of the diverse student body. GSA would like to have broader recognition, awareness, and acceptance of the valuable role international students play on our campus. Another issue on campus is safety and transportation. There is no formal nighttime escort service to get a student from one side of campus to the other. Given the isolation of the campus and recent episodes of violence, the GSA feels this service should be implemented immediately. There also need to be lighted pathways leading off campus. Getting off campus can be a difficult and dangerous activity for our students. The last issue raised by GSA is the mentoring of graduate students. Mentors and advisors play a pivotal role in helping with successful Ph.D. students. Some students are not happy with the level of support provided by their faculty advisor. GSA will soon be circulating a document, which lays out guidelines detailing the responsibilities of all concerned parties: the faculty advisor, the student, the department chair, the graduate advisor, and the graduate division. Such a document is available on a number of other campuses. GSA urges faculty to be supportive of this document for they feel it is a key issue for improving this institution.

### **9. Petitions of Students (none)**

### **10. Unfinished Business (none)**

### **11. University and Faculty Welfare (none)**

### **12. New Business (none)**

Adjournment: 4:51 pm.

ATTEST:

Deborah K. Letourneau  
Secretary  
April 20, 2006