

MINUTES  
Regular Meeting of the Santa Cruz Division  
November 13, 2015

**Meeting**

A regular meeting of the Santa Cruz Division of the Academic Senate was held Friday, November 13, at the Stevenson Event Center. With Parliamentarian Bruce Bridgeman present, Chair Don Brenneis called the meeting to order at 2:30 p.m.

**1. Approval of Draft Minutes**

The meeting minutes of May 29, 2015 were approved as written by voice vote.

**2. Announcements**

**a. Chair Brenneis**

Chair Brenneis announced that this was the Academic Senate's 50<sup>th</sup> anniversary meeting, noted recent staffing changes in the Academic Senate office, and gave the floor to Chancellor Blumenthal.

**b. Chancellor Blumenthal**

Chancellor Blumenthal began by congratulating some faculty on their recent achievements, and announcing some upcoming campus events. He also announced that Alison Galloway will be stepping down from her role as CP/EVC at the end of 2016, and David Yager will be stepping down from his position as Dean of the Arts.

There will be a Regents meeting in the following week to discuss the UC budget. No new changes are expected to be discussed outside of the recent budget framework agreement with the governor.

Last spring, the state legislature passed a bill asking each UC campus to enroll 5,000 new undergraduate students, and offered \$25 million to fund this initiative. This was a two-year proposal beginning last year, making the deadline for enrolling these students the end of the 2015-16 academic year. The \$25 million, divided by 5,000 students, amounts to approximately \$5,000 per student. The long-standing mutually agreed standard by which the state supports additional students at UC is \$10,000 per additional student. UC is expected to make up this difference with increased tuition from non-resident students. The bill did not address support for graduate students, though if undergraduate enrollments increase, additional graduate enrollments will be needed. President Napolitano plans to go ahead with this initiative and fund the \$10,000 per student, as has been the standard, with the additional \$5,000 coming from other UC sources. She has also committed to taking on an additional 5,000 students in the next two years.

UCSC recently underwent a Western Association of Schools and Colleges (WASC) review. The review team has not yet issued their final report, but it is expected to be positive.

As a Hispanic Serving Institution (HSI), UCSC's current percentage of Hispanic students is currently 33%. The campus has received two grants from the Department of Education for its HSI status. These grants amount to approximately \$3.6 million.

Systemwide efforts are being made to address sexual violence and assault prevention. These efforts are being led by Title IX officers, with partners across all UC campuses. UCSC is working to build awareness around these issues. More information can on this topic be viewed at [safe.ucsc.edu](http://safe.ucsc.edu). In conjunction with this initiative, UCSC has opened a Campus Advocacy Resources and Education (CARE) advocate office, located at Kresge College. This office offers confidential support and resources to student survivors of sexual assault. More information may be viewed at [care.ucsc.edu](http://care.ucsc.edu). President Napolitano has also formed a systemwide task force on sexual violence that will deal with issues involving faculty. Chancellor Blumenthal is serving on this task force.

There is a new minimum wage across the UC system, which will increase to \$15/hour by Oct. 1, 2017. In addition, non-represented staff on campus received a 3% salary increase last year. Faculty also received a salary increase of approximately 3%, the specifics of which were discussed at the spring Senate meeting.

UCSC's first-in-family students are seeing a high success rate on campus. In 2014-15, 42% of graduates were first-in-family. This has been steadily increasing since 2010-11, when these students only made up 32% of the graduating population.

Chancellor Blumenthal recently returned from a two-week visit to China, where he met with parents and UCSC alumni. He visited some high-performing high schools, from which the campus hopes to attract new applicants. Ten universities were visited, and the Chancellor started discussions on potential partnerships with UCSC. The Ministry of Education was visited, as well as the Chinese Scholarship Council, who agreed to support up to 40 students to study at UCSC. The details of this agreement are still being finalized. The Scholarship Council also accepted UCSC's proposal to establish a 10 + 10 program, which will support up to 50 scholar exchanges for UCSC's 30 meter telescope project. CP/EVC Galloway will be travelling to India later this month and will report back on the details of this trip at the winter meeting.

UCSC's fundraising campaign has now raised \$215 million of the \$300 million goal. President Napolitano agreed to match funding for endowed chairs for each campus. Last year UCSC completed raising funds for eight endowed chairs. UCSC tied as the first campus in the UC system to raise funds for all eight of these chairs, and a chair has been funded for all five of the academic divisions at UCSC.

UCSC's 50<sup>th</sup> Anniversary celebration is now coming to a close. Over the course of the year, the 50<sup>th</sup> Anniversary events have raised UCSC's visibility, with ad campaigns reaching thousands – possibly millions – of people across the country. The campus engaged more people than ever, seeing record numbers attend alumni weekend, and with 750 attendees at the Fiat Fifty Awards Dinner. UCSC needs to continue this engagement and increased visibility even after the 50<sup>th</sup> Anniversary ends.

There have been some recent changes in the Alumni Association. There are now no membership fees, which the campus hopes will encourage more of UCSC's 100,000 alums to join. Alumni Association members help students and recent graduates by providing mentorship and career networking, and there is potential to create a very strong network if more UCSC alumni are engaged in this manner.

### **c. Campus Provost/Executive Vice Chancellor Galloway**

The Office of Planning and Budget is currently looking at the budget and modeling what will likely happen in the 2016-17 academic year. At present, it is estimated that the campus will have a \$2.5 million shortfall. There will be new funds from the rebenching program and from over-enrollment funding. This funding will be used strategically, as opposed to simply covering the shortfall. With these funds, UCSC is looking to hire approximately 18 new faculty. The placement of these faculty is currently being determined and will be based on undergraduate enrollment, increases in enrollments in majors, established quality and reputation, changes in metrics, and graduate growth. For funding allocations related to graduate growth, the Administration is looking at capacity of faculty to mentor students, external funding to support graduate students, ability to place students in good positions, and ability to attract high-ranking graduate students.

Approximately \$300k in funding has been approved for a Center for Innovations in Teaching and Learning (CITL) on campus. The funding is for three years. The campus will continuously update and improve the CITL to ensure that it meets the needs of faculty and students on campus. The Administration will be looking for a faculty director for this center, and precautions will be taken to ensure the anonymity of faculty who seek assistance at the CITL. More information will become available as this project moves forward.

The market research bids for the Silicon Valley proposals are currently being finalized. These will allow UCSC to conduct some market studies, which will help the campus decide which areas of promotion would be most effective for this initiative.

Some areas within the Administration are currently being reorganized. Jaye Padgett has been appointed as the interim Vice Provost of Student Success, and Joel Ferguson has been appointed as the interim Vice Provost of International Engagement. Both positions will undergo regular recruitment searches before being filled permanently. Bill Ladusaw has agreed to work as the interim Dean of the Arts during that search as well.

Enrollment Management has been an issue on campus recently, with some enrollments getting cancelled and subsequently reinstated over the summer. Conflicting messages have been coming in from the Office of the President in regard to the number of students the campus should be accepting. Over-enrollment is causing housing issues for students, as well as class and classroom space availability issues. The campus is looking at increasing summer enrollments, but there is also a call to increase enrollments for winter and spring at both the frosh and transfer level.

The campus is currently undertaking several programmatic assessments based on the budget negotiations with the state. Changes that come out of these assessments could include reducing the number of upper division units in a major, or providing transfer pathways so students know

what they have to take before coming to UCSC. These changes would help increase student retention and decrease time to degree.

There will be a new pension tier proposed for all UC employees this year, the plan for which should be released mid-December. The Senate has until February 15, 2016 to provide comments on this new tier. The tier is a response to ongoing UC Retirement (UCRP) budgetary issues, and could potentially affect UCSC's ability to hire and retain quality faculty and staff.

The floor was opened for questions. There were none.

### **Report of the Representative to the Assembly (none)**

#### **3. Special Orders: Annual Reports**

##### **CONSENT CALENDAR:**

- a. **Committee on Academic Freedom (AS/SCP/1797)**
- b. **Committee on Admissions and Financial Aid (AS/SCP/1798)**
- c. **Committee on Affirmative Action and Diversity (AS/SCP/1799)**
- d. **Committee on Career Advising (AS/SCP/1800)**
- e. **Committee on Computing and Telecommunications (AS/SCP/1801)**
- f. **Committee on Educational Policy (AS/SCP/1802)**
- g. **Committee on Emeriti Relations (AS/SCP/1803)**
- h. **Committee on Faculty Welfare (AS/SCP/1804)**
- i. **Committee on International Education (AS/SCP/1805)**
- j. **Committee on Library and Scholarly Communication (AS/SCP/1806)**
- k. **Committee on Planning and Budget (AS/SCP/1807)**
- l. **Committee on Preparatory Education (AS/SCP/1808)**
- m. **Committee on Privilege and Tenure (AS/SCP/1809)**
- n. **Committee on Research (AS/SCP/1810)**
- o. **Committee on Rules, Jurisdiction, and Elections (AS/SCP/1811)**
- p. **Committee on Teaching (AS/ASP/1812)**
- q. **Graduate Council (AS/SCP/1813)**

The floor was opened for questions. There were none.

#### **4. Reports of Special Committees (none)**

#### **5. Reports of Standing Committees**

- a. **Committee on Emeriti Relations**
  - i. **Report on the Dickson Emeriti Professorship Award on the UCSC Campus (AS/SCP/1814)**  
CER Chair Shelly Errington reported that, after discussion with CP/EVC Galloway, it was decided that CER will now oversee the selection and distribution processes of the Dickson Emeriti Professorship Award at UCSC. This new

oversight will better reflect the original intent of the award and bring the campus closer in its alignment with UC wide practices. As part of these new practices, CER also invited the Emeriti Association to participate in the selection process, and the call will be open to all emeriti as well as other academic units. Awards will be given not just for teaching, but also for service and research as originally intended. The nominations will be collected by CER and subsequently sent to the Emeriti Association, who will review and select up to three nominees. These three nominees will then be sent back to CER who will make the final selection(s). The recipient(s) of these awards will be obligated to share their knowledge, research, or expertise in a public manner on campus in some way. The Emeriti Association has been invited to assist with figuring out the best way to accomplish this. The Emeriti Association is also expected to forward a proposal detailing how they plan to handle the selection and review process for this award. The award call should be sent out early in winter quarter.

The floor was opened for questions.

Emeriti Association President Michael Nauenberg commented that until recently, most of the emeriti had been unaware of the Dickson Award, noting that this seemed to be due to a lack of communication between CER and the Emeriti Association. He then commented that CER and the Emeriti Association have not yet met this year to discuss the Dickson Award. He then moved to table the report.

Chair Brenneis stated that a motion of this sort is out of order; the report was already accepted by the Senate.

Chair Errington commented that currently, CER and the Administration are working toward finding a way to include the Emeriti Association as a central component of the Dickson Award selection and delegation processes.

Literature professor Loisa Nygaard suggested closing the discussion of this report and moving forward with other items on the agenda.

Chemistry professor emeritus Todd Wipke requested that the differences between CER's 2014-15 and 2015-16 plans for the Dickson award be clarified.

Chair Errington noted that without having documentation of CER's 2014-15 plan on hand, she could not comment on the differences. However, it was noted that there are strong similarities between the two plans.

Former CER Chair Michael Warren commented that CER's current proposal for the Dickson award looks as though it largely accommodates the requests that the Emeriti Association would be making in their resolution, which was included in the published CALL.

**b. Committee on Teaching****i. Oral Report: Update on the Center for Innovations in Teaching and Learning**

COT member Matthew McCarthy reported that in the last year, the Excellence in Teaching awards have been reinstated, COT's interns have created (and are continuing to work on) a website with teaching resources for faculty, and CP/EVC Galloway has approved funding for a Center for Innovations in Teaching and Learning (CITL). COT's forum on Innovations in Teaching with Technology has also been scheduled for January 13, 2016.

The floor was opened for questions. There were none.

**c. Senate Executive Committee****i. Joint Senate/Administrative Task Force on Graduate Growth Report and Recommendations June 2015 (AS/SCP/1817)**

Academic Senate Vice Chair Ólöf Einarsdóttir reported that in 2002, UCSC passed a resolution stating a goal of 15% graduate student enrollment. Also in 2002, there was a rebenching mandate to increase Ph.D. enrollments to 12%. Since then, SEC created their Guiding Principles for Graduate Growth document, which was presented at the Fall 2014 Senate meeting. In addition, the Joint Senate/Administrative Task Force on Graduate Growth was created. The work of the Task Force focused on four different areas – capacity, support allocations, faculty incentives, and professional development. Based on their work in these areas, the Task Force has made recommendations on how to proceed toward the 2002 goals.

For capacity, the task force recommends that the divisional deans be asked to establish target Ph.D.-to-faculty ratios for their programs and divisions, and to strategically allocate FTE's from rebenching into programs and disciplines that have the capacity for growth.

For allocations, the task force recommends the creation of a fellowship program that would provide payment of the non-resident supplemental tuition for all international doctoral students beyond their first year of residency. This program would also allow for partial carry-overs of unallocated block grant funds.

For incentives, the task force recommends the clarification of how graduate education is evaluated in the personnel process and how it is accounted for in departmental workload policies. It is also recommended that the VPAA put out a call to departments to update their workload policies so that those policies recognize the importance of graduate education and possibly consider differential workloads associated with graduate student supervision.

For professional development, the task force recommends making development for graduate student support a high priority in the newly constituted Office of Research and Development, as well as for University Relations. They also recommend the creation of a dedicated professional development support unit for graduate students

for both academic and non-academic preparation, including additionally staffed career counselor positions that would work exclusively with graduate students.

Vice Provost and Dean of Graduate Studies Tyrus Miller reported that in response to these recommendations, there will be some carry-forward allowed for block allocations to mitigate some of the risk of making multi-year offers to graduate students. There will also be a “risk reserve” for each program from which programs will be able to draw from and replenish as necessary.

The campus has been working with the Institute for Science and Engineer Educators (ICEE) to create a STEM pedagogy certificate program, which is currently being evaluated by the Graduate Division. The graduate student commons have also helped to identify specific graduate student needs and develop high-quality programming to assist these students.

Recently, the Graduate Division has initiated efforts to foster entrepreneurship. The Center for Innovation and Entrepreneurial Development (CIED) is now formally within the Graduate Division, and Associate Dean Sue Carter is developing opportunities for graduate students to learn entrepreneurial skills and to connect with their disciplinary communities. The Graduate Division is also currently in discussion with the Career Center about how to best assist graduate students with career support needs.

The campus is currently piloting a set of graduate elective courses in UCSC’s Diversity Certificate Program. For planning and coordination of these courses, and for research and coordination in other graduate-related diversity activities, next year the campus will be providing a graduate student researcher (GSR) in support of the Campus Diversity Officer.

The Graduate Division is developing a proposal that would end the distinction between non-resident and international students after their first year through an international non-resident fellowship program. This program would cover the non-resident tuition costs, with the exception of cases where outside sponsorship had been received.

The division is also looking into a Center of Excellence Program, which would facilitate a competitive process for identifying key areas with the capacity for research development for graduate growth. The program would also focus on improving UCSC’s reputation on graduate programs and identifying where the campus could invest resources in ways that would achieve a rapid and significant developmental impact.

The floor was opened for questions.

Biomolecular Engineering professor Kevin Karplus remarked that the report seemed to equate graduate education with Ph.D. education, when the master’s degree is the

primary graduate degree in both the engineering and education departments. He then asked why the master's degree was not mentioned in the report.

Dean Miller responded that since the mandate for graduate growth was enacted as part of the rebenching program, it has become clear that the campus needs to create an environment where larger numbers of master's programs and Ph.D. growth are complementary. Looking at any major research university, the trend is that these schools grant up to two to five times as many masters degrees as they do Ph.D's. At UCSC, master's degrees account for less than half of the graduate degrees awarded. The campus has been able to introduce the Master's Incentive Program, which has had a big impact on existing programs where a percentage of the net tuition is returned directly to the program for the purposes of improving the graduate programs overall. This has also led to significant interest in the possibility of introducing new graduate programs. This program is meant to complement Ph.D. programs as part of strengthening graduate education at UCSC overall.

#### **6. Report of the Student Union Assembly Chair**

Vice President of Academic Affairs Seamus Howard reported that in the last year, the Office of Academic Affairs conducted a Classroom Lecture Availability Student Survey (CLASS), specifically targeting issues of class and classroom availability.

1,568 students responded to this survey. Of the students that responded, 84.9% entered UCSC as frosh, and the rest were transfers. Students in social sciences had the highest response rate, which likely relates to major impaction within that division. Most respondents with undeclared majors came from physical and biological sciences, which likely relates to major prerequisite availability within that division. The courses that students felt were most impacted were Psychology 100, Legal Studies 10, and Math 3. The departments where respondents reported seeing the highest numbers of impacted classes were Sociology, Computer Science, Psychology, and Chemistry.

When asked if they had ever experienced overcrowding in their classes, 44.8% of respondents said yes. When asked if they had ever felt that class size diminished the quality of their education, 53.3% of respondents said yes.

When asked if they thought the current waitlist option was helpful for enrolling in classes, 26.5% of respondents said no. When asked if they thought the current waitlist system was fair to all students, 44.7% said no. Overall, students do not think that this system is fair, and have stated that not being able to take their necessary classes has impacted their graduation time, forcing them to stay in school longer than they had planned. Of those respondents who don't feel on track to graduate on time, the top two responses were they were unable to register for one or more classes they needed during the academic year, and they were unable to register for a class that was part of a sequence of courses necessary for their major. When asked how many extra quarters these students felt they would need to stay at UCSC in order to graduate, most respondents said one.



As part of the survey, the SUA did extensive research on students who transfer to other universities or withdraw from UCSC and found that the top reasons students leave were quality of education on campus, affordability, class and advising availability, and town and social environment.

The floor was opened for questions. There were none.

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

GSA co-president Nadia Roche reported that this year, the GSA is focusing on solutions to what are viewed as the top three hurdles to graduate success: sustainable multi-year guaranteed funding packages, affordable housing, and graduate mental health and well-being. These issues have the greatest impact on graduate student retention and success overall.

Funding packages within a climate of graduate growth are of concern. Consistently, UCSC loses students to other UC campuses because of TA-heavy and fellowship-scarce funding packages. The campus would better facilitate research and normative time completion rates if research students were funded for the duration of normative time.

The GSA would like to encourage departments to embrace guaranteed funding for normative time. This model has already been implemented by the Chancellors of both UC Irvine and UC Riverside, and the smaller UC campuses to which UCSC often compares itself.

The GSA would also like to see standard acceptance letters that clearly and transparently outline funding offers implemented across departments. This would ensure that students who accept offers from departments fully understand how much funding to expect and where this funding will come from (grants, TAs, GSRs, etc.), and whether or not tuition would be included in these funding packages.

The GSA would like the Graduate Division to work with departments to increase access to summer funding for graduate students, as this is a critical time for students to make progress on their research. The failure to receive a paycheck during this time represents a serious hindrance to graduation. The GSA would also like the Graduate Division to work with the Chancellor to seek additional fundraising opportunities that could be used for summer funding and close the stipend gap between UCSC and comparable institutions.

Affordable and dignified housing for graduate students is also an issue on campus, with graduate students that are homeless or camping, living on couches or in cars, taking on serious debt to remain in Santa Cruz, or moving out of the city and making long commutes in order to remain at UCSC. In addition to UCSC taking on more leases in Santa Cruz, renovating campus housing to increase capacity for undergraduates and families, and investigating the possibility of building more

housing, the GSA also asks that the administration provide emergency housing resources for students who are currently without homes, increase subsidization of on-campus housing, assist graduate students in locating suitable housing during the quarter, and work in tandem with the city to create more affordable public and shared transportation options for commuting students.

The GSA would like to see increased resources for graduate student well-being and mental health. Measures should include increased access to mental health resources and new policies around sexual assault and violence prevention and education. A professional counselor who is trained in dealing with graduate-specific issues should be hired. The GSA also ask that the university implement in-person and peer-to-peer graduate-specific training on sexual assault prevention and sexual harassment. Graduate students are open to providing feedback and support around both of these issues. However, the responsibility for the initiatives to fix these issues should not fall solely onto graduate students.

Additionally, the GSA would like the administration to focus on replicating UC Berkeley's Graduate Student Happiness & Well-Being Report from 2014, as it will be important to have data specific to UCSC in order to figure out how to address and repair campus issues related to mental health and well-being.

The floor was opened for questions. There were none.

**8. Petitions of Students (none)**

**9. Unfinished Business (none)**

**10. University and Faculty Welfare**

**11. New Business**

**a. Resolution on the Dickson Emeriti Professorship Award (AS/SCP/1815)**

The resolution was not moved from the floor.

**b. Resolution for Appointing the Emeriti Association President Ex Officio Member of CER (AS/SCP/1816)**

The resolution was not moved from the floor.

The Meeting was adjourned at 5:00 p.m.

ATTEST:

Heather Shearer

Secretary

January 14, 2016