

UC 2025 Faculty Web Chat November 2, 2005

Panelists:

- *Provost and Senior Vice President for Academic Affairs M.R.C. Greenwood*
- *Senior Vice President for University Affairs Bruce Darling*
- *Academic Council Chair Clifford Brunk*
- *Academic Council Vice Chair John Oakley*

For more information about the UC 2025 long-range planning process and other UC 2025 activities: www.universityofcalifornia.edu/news/uc2025

For more information on how you can become an advocate for UC, please sign up at www.UCforCalifornia.org.

Provost
Greenwood

Welcome to this web chat. I'm M.R.C. Greenwood, provost of the University. I'm joined here today by Bruce Darling, senior vice president for university affairs; Cliff Brunk, chair of the systemwide Academic Council; and John Oakley, vice chair of the Council. We're here to engage in a dialogue with faculty about the UC2025 long-range guidance process that the University has undertaken.

As you may know, President Dynes convened this process because he believes this is an important time for UC to look out 20 years, evaluate what California will need from the University at that time, think about what a world-class academic institution may need to look like at that time, and start positioning ourselves so that we can meet those commitments in 2025. (Much more information about the overall effort can be found elsewhere on this UC2025 web site.)

Some of you may have questions for the four of us on this end, and we will do our best to provide answers to those questions over the next hour. But in addition to fielding questions, we really do want to use this time to hear your input and suggestions regarding this long-range guidance process.

What are the critical issues facing the UC system, California and the world that should be factored into this process? What priorities are most important to you? What should we not lose sight of?

Other web chats with staff, students and alumni will be occurring in the coming months. And there will be in-person visits, web surveys, email feedback mechanisms, and other opportunities for the University community and the public to participate in the process. With that, let's begin...

Q:

What can be done in the short run to make the UC graduate funding comparable to the packages being offered by east coast and ivy schools?

Provost
Greenwood

Thank you for your question. You have addressed a question that is much on the minds of our faculty and the administration. This is an issue on which we are in complete agreement. We're doing several things to try to improve our

competitiveness in graduate student support. We have increased the return to aid for graduate students to provide additional funding to help reduce the impact of the fee increases. Our proposed budget will mitigate again the impact of nonresident tuition for students who have advanced to candidacy. Most of our campuses are individually raising funds to provide additional graduate student support. Finally, we are constantly working to develop research initiatives that support graduate students and faculty from state, federal, and private sources.

Q: What are we doing to bring the best students and scholars from around the world here?

Academic Council Vice Chair Oakley This is an issue that has to be approached from both a short-term and a long-term perspective. In the short term, UC is doing the best it can to attract the most outstanding students and scholars with the best compensation packages for faculty and the academic and graduate support packages for students. The state's budget constraints are creating challenges in the short term in both respects. For the long term, we've launched planning activities such as this one so that UC can make the right strategic decisions to remain what it has been for nearly a century: a magnet for the most talented scholars in the world.

Q: I hope that long-range plans will include attention to issues of diversity, particularly with respect to recruitment and retention of faculty and graduate students. Please comment on your view of the university's commitment to this ongoing issue.

Senior Vice President Darling Demographer Hans Johnson from the Public Policy Institute of California briefed the Long-Range Guidance Team about California's changing racial and ethnic composition. We're very aware of CA's changing population and are committed to ensuring that our faculty, staff, and students are both of the highest caliber and reflect the diversity of a changing California.

Q: Could you comment on how you plan to articulate the recommendations of the Task Force on Faculty Diversity with long range planning?

Academic Council Chair Brunk Thank you for your question on this important topic. Faculty diversity as well as student and staff diversity are a constant part of our discussion on long-range planning. We expect to share the results of this report as they become available, but if there are any particular issues you would like to call to our attention at this time, we would be happy to bring them to the attention of the committee. The recommendations will be presented to the UC Committee on Affirmative Action and Diversity for their responses, to be shared broadly.

Academic Council Vice Chair Oakley I'd like to also touch on the diversity issue. Ensuring the diversity of UC's students, staff, and faculty is not just an issue about planning for the future. UC is actively engaged in fostering diversity right now. There are both an administrative task force on faculty diversity and a very active Academic Senate committee on affirmative action and diversity. I think we're making real progress in the short term.

Q: Why are we opposing CSU's bid for the doctorate? We don't want to offer degrees in many of the fields they are interested in. Why should we put our limited resources into professional fields instead of cutting-edge interdisciplinary research?

Academic
Council
Chair Brunk

Thanks for the question. Currently our joint doctorates between UC and CSU are the best way of addressing fields where the strengths of both institutions can be brought to bear for the best interests of the state. In general, CSU does not have the mission to develop independent doctoral programs, and this was made clear in the recent legislation.

However, keep in mind that the Master Plan, which has served the state and the University very well, does delegate to us the responsibility for doctoral education. There may be areas of doctoral education emerging that are different than we would choose, but we must analyze the balance between our responsibility to the state and our other institutional priorities.

Q:

What are we doing to address the funding gap between public and private institutions?

Senior Vice
President
Darling

Thanks for raising this question. There's been a national disinvestment in public higher education, and over the past couple of decades, state budgets have come under increasing pressures to meet various other financial obligations, often to the detriment of public colleges and universities. We know this has happened in California. That's why the UC budget compact with the Governor is so crucial to beginning to restore some of the state funding cuts that we've experienced over the last several years. State funding has decreased 15% while enrollment has gone up by 19%. Also, we've increased private support to UC from approx. \$500 million 10 years ago to \$1.2 billion this year, and we're taking aggressive steps to increase it even further to ensure academic excellence and UC's institutional competitiveness.

Q:

The issue of civic engagement is important for our students, and is a topic of national interest. How are do you see UC developing a systemwide approach to student civic engagement?

Civic engagement is a topic that was examined in a prominent UC-sponsored symposium a few months ago. From this we learned what other institutions are doing and what a very large number of programs we have available for our students.

Provost
Greenwood

To provide systemwide leadership in this area, we continue to work with campuses, interested students and faculty, and external supporters to provide additional funding opportunity so that we can ensure that the students we educate at UC are not only appropriately prepared in their fields but have an active, cultivated interest in society and what they can give back. To this end, proposals for civic engagement are currently being considered by the Academic Council.

Q:

I saw recently that the majority of new jobs in California are attributed to the formation of new companies as opposed to expansion or relocation of existing companies. Will UC's role as an incubator of companies, in addition to providing highly qualified personnel (graduates) become more prominent?

Senior Vice
President
Darling

Yes. The University has an impressive track record in this regard and all signs point to the fact that the University's continuing research preeminence is translating into innovations, new company formations, and the creation of thousands of new jobs. Additionally, we are thinking about how we can make this role even more significant in this state.

Academic Council Vice Chair Oakley UC produces a great deal of intellectual property. Some people ask why the University doesn't exploit that information and technology directly. But UC's experience has been that this intellectual property achieves the greatest social benefit when it is released for commercial development and UC asks for reasonable licensing fees in return. It's this approach that has made California one of the world's great centers of innovation.

Q: Why are you changing the retirement system from a defined-benefit plan to a defined-contribution plan?

Academic Council Chair Brunk After 15 years of a "holiday" from employee contributions, the University's future retirement plan solvency will require a resumption of contributions. At this time, we are not certain exactly when or how large the contributions will need to be. This is under active discussion. There is at this point no plan to change existing employees' plans from a defined benefit to a defined contribution plan. However, many possible models for new employees are under consideration -- but none have been recommended for implementation.

Moderator In addition to participating in today's chat, you can also convey your ideas and suggestions via the feedback form on the UC 2025 web site at www.universityofcalifornia.edu/news/uc2025.

Q: Recently, there has been evidence of "salary inversion." The use of off-scale salaries to recruit and retain faculty has become regular, rather than exceptional (as it should be according to the APM). How do you see this affecting faculty morale? Do you anticipate the eventual loss of the ladder system?

Academic Council Vice Chair Oakley I see this as a major issue for the academic personnel process to confront, both this year and next year when I will be chair of the systemwide Academic Senate. Last year, I chaired the Academic Senate committee on faculty welfare and I learned a lot about widespread departures from standard salary scales. Many of my colleagues feel that they impose a "loyalty tax" on people not recently hired and not anxious to move. This is a condition that must be rectified.

Q: I recently heard that California's college-age population is expected to plateau in several years (I forget the exact timing). First, do you know if that's true? Second, if so, how might that affect our planning for balance between undergraduate and graduate enrollments?

You are indeed correct that around 2010 it is expected that California's high-school graduate population will level off for a half to full decade. We expect to continue to admit to the University our proportionate share -- that is, 12.5% of the high school graduates.

Provost Greenwood However, this pause in undergraduate enrollment should give us the opportunity to rebuild after the debilitating effects of rapid undergraduate growth in the absence of graduate or professional school expansion. This is the time to rebalance before the expected uptick in undergraduate enrollment, which should occur after 2020.

Senior Vice President Darling I'd like to add to the topic of off-scale salaries. In November, the Regents will be asked to adopt a plan to bring University salaries to market comparability. We're particularly concerned about faculty salaries because of the issue you raise and

because we clearly understand that the quality of the faculty defines the quality of the institution.

Q: How is the UC going to adapt to serving the educational needs of a majority minority state?

Emphasis needs to be placed on academic preparation. Our science and math initiative [www.universityofcalifornia.edu/academics/1000teachers] will go a long way toward providing minorities real entry into science, technology, engineering and math fields where many of the state's best job opportunities will lie.

Academic Council
Chair Brunk We will continue to work to improve faculty diversity in order to inspire these new entrants to continue their education in professional and graduate fields.

The first expansion in our medical schools in 20 years is focusing on providing physicians trained in culturally relevant areas of medicine -- specifically meeting the needs of the Latino community in California -- and our new campus in Merced will provide a UC access for many families and students who have never thought of going to the University of California. There is no question that the impact of a major research university in the Valley over a 25-year period can transform the lives of many new entrants and minorities.

Academic Council Vice Chair Oakley Regarding California's becoming a majority-minority state, that's what the UC 2025 Long-Range Guidance Team was advised by Hans Johnson, the demographer Vice President Darling earlier mentioned. Most people agree California is already a majority-minority state and our present focus and our planning priorities reflect this reality. Academic communities are by nature conservative when it comes to the academy as opposed to society. Strong leadership is needed and I think UC is developing that leadership. But change cannot occur overnight.

Q: I believe the UC has an opportunity to become a greater platform for peaceful dialogue and development of better relationships between those of different cultures and religions. Is there a plan to increase UC's societal role in this regard?

Provost Greenwood I agree that the University of California should expect to play a much larger role in international dialogue. Our university has many programs that emphasize cultural and religious differences and their significance. We are currently developing a more integrated international strategy and increasingly talking across the system to develop systemwide interactive groups and programs.

Q: Are we moving away from being one University?

Senior Vice President Darling No, I believe there's a strong commitment on the part of the Academic Senate, the administration and the Regents to having a single university while encouraging appropriate autonomy on the part of each of our campuses so as to ensure that initiative can be taken on the local level without prior review and approval by the President's Office. Yet, there needs to be a common framework of policies within which these activities take place.

Provost Greenwood I just want to make a side point here, and that is to encourage all of our community -- but particularly our faculty -- to participate not only in this web chat, but in the other opportunities we'll be putting together to solicit your input on

long-range planning. The challenges that face us are truly serious, but we have the most talented people in the world to work with and if you will share your wisdom, it will be very much appreciated.

As to whether we're moving away from a single university, I think that there's inevitable tension between the single university model that has made UC an international icon, and the new world of increasing use of private funds to augment public support.

Academic
Council Vice
Chair Oakley

UC's model has been to answer the needs of a growing and geographically diverse population by opening new campuses committed to a common standard of excellence. You cannot expect the younger campuses to attract the kind of private support of the older campuses.

So the more important private support becomes, the greater the risk that UC will become a two-tier university. I'm committed to fighting against that.

Q:

How will our academic preparation efforts alter the picture of inequity in UC access unless applied selectively and how can this be done in this post Proposition 209 era?

You raise a very important question, especially as our academic preparation funds have been so severely restricted. While we cannot target our efforts to a particular racial or ethnic group, we can target our funding to specific programs or types of schools.

Academic
Council
Chair Brunk

For example, the Algebra Academy in the Imperial Valley, for which we provided the initial investment for proof of concept, has now leveraged many more dollars from the participating school districts now that our program has shown that the students perform better. These are largely minority students whose math and other skill sets have been positively affected.

However, with our current resources, you are correct that we will have some, but not a transformative, effect. Do you have an idea we should consider?

Q:

UC has not entered into online education in a big way, and I think we were wise not to plunge in early in the game. But looking toward the future, it seems clear that online education of various kinds will become more and more important -- both for matriculated students and people in the community. Is UC thinking of any initiatives in this direction?

Academic
Council Vice
Chair Oakley

I have been concerned over the last several years that "distance learning" by online means (or remote telecasts) would undercut traditional higher education. But recent data shows that education consumers still value very highly face-to-face instruction. I think distance learning is a bubble that has burst.

Q:

What can the UC do to foster public support of this public institution?

Provost
Greenwood

We are doing many things to encourage public support. But our first line of advocacy needs to be those who work with us or who have benefited from the education they received -- or are receiving -- at UC.

Too many people believe that they do everything they need to do for UC simply by paying their taxes.

Provost
Greenwood Do you know that only a quarter of our funding comes from the State of California? Thirty years ago that was closer to 60%. Today most of our scientific equipment and many of our other resources, including buildings, student financial aid, faculty support, and artistic resources, are provided by individuals, foundations, or other sources.

I cannot say enough about the extraordinary resourcefulness of our faculty in acquiring the resources we need to do our educational and advanced knowledge production mission. Without them, we would not be able to offer many of the opportunities that in another era would have been provided by state support.

So, we have engaged our alumni, our friends, our business partners, and hopefully you in an advocacy program to help everybody understand what President Dynes means when he says, "If the University of California becomes just another university, the State of California will become just another state."

The University is mobilizing a broad group of employees, alumni, business leaders, and others to make a strong case for the value that California has received from the University. The case that we've outlined is very compelling and has been extremely well received by elected officials in Sacramento and Washington.

Senior Vice
President
Darling

We welcome the involvement of faculty, students, and staff in this effort. Last year, for example, it resulted in full funding of our K-12 academic preparation programs and the defeat of a bill that would have imposed a \$5 million per year utilities charge on the University. It has also resulted in increases in federal student financial aid, federal research funding, Medicare funding for our hospitals, and funding for our national laboratories.

Q: Why do we need this process?

We have two choices: we can let others define the future of the University or we can define it ourselves. President Dynes created this process because he believes the University needs to look out 20 years, to 2025; assess what California will need from UC at that point; and begin making the right decisions to get us there.

Senior Vice
President
Darling

This is the first time in recent memory that there has been a long-range, systemwide planning process of this nature. We hope it will focus us on what the future may look like, what that means for the University, and what issues that raises for our decision-making today.

It does not, however, supplant any of the other established planning and decision-making processes already in place within the University.

Q: UC has not entered into online education in a big way, and I think we were wise not to plunge in early in the game. But looking toward the future, it seems clear that online education of various kinds will become more and more important -- both for matriculated students and people in the community. Is UC thinking of any initiatives in this direction?

Academic
Council
Chair Brunk

My view is that online education will become an important part of the UC educational mission. Currently, we have several programs being delivered totally or in part as online material. This is an area in which UC is moving with deliberate speed. Many of our campuses are using online methodology for assessment and placement tests, and providing additional materials that allow students to prepare for these placements.

In addition, a large number of our faculty now post their course materials online, along with classroom chats similar to this, and provide much of the supplemental educational materials for courses using online methodologies. Also, our online high school, UCCP, provides AP courses and a-g courses to many schools and individuals who have limited access to these courses.

Q:

I think you are wrong about distance learning, John [Oakley]. We can conceive of this very broadly. One example is MIT's initiative to make all their courses available to the world on the web. This has had a very positive effect on people in developing countries. But there are many forms that distance learning can take. It can be part of a course which also has face-to-face encounters. And technology is improving to the point that we can have face-to-face encounters at a distance.

Q:

How has the long-range guidance team studied the decrease in state support for UC and what are its causes and solutions for reversal?

The UC 2025 Long Range Guidance Team has studied in detail the patterns and trends, not only of our support, but of the emerging trends in areas such as health care and the penal system. It is clear that our needs compete with other critical state priorities.

Provost
Greenwood

We believe that we must make a compelling and continuing argument that higher education is an investment that pays for itself over and over again. This is in many ways is one of the important outcomes for the UC 2025 process -- to provide such a compelling vision that our advocates will prevail as state priorities are decided.

However, we must also simultaneously prepare for a scenario in which state support will at best stay level or even decrease.

We have examined the national trends in decreasing state support for public higher education as well as the history in California. California elected officials have made conscious public policy choices to increase funding for other state programs at a greater rate than for UC. This trend has accelerated during recessions that occur in California every decade.

Senior Vice
President
Darling

We have mobilized a vigorous advocacy program to tell the story of how the University impacts the daily lives of every Californian, even though their sons or daughters may not be students at the University. The business community, our alumni, community leaders, and the University community have been persuasive advocates for the University's position with elected officials in Sacramento and Washington.

At the same time, we need to aggressively pursue non-state funding to supplement state support. Our track record has been impressive in this regard.

Q: Non-resident tuition for academic graduate students has become a curse. Faculty are being told to fund the education of graduate students from research grants, which is a disincentive to hiring non-resident graduate students, particularly foreign nationals as research assistants. Some claim that post-doctorates are less expensive. In addition, the non-resident tuition is circular. No students pay the non-resident tuition; it is funded from University resources in one form or another. Does the central administration have any plans to resolve this issue other than trying to recapture savings from strategic sourcing (which is basically a budget cut from anticipated savings)?

You address yourself to a critical issue discussed earlier. It is certainly the case that it is not widely appreciated by those who provide state support that graduate support needs to be competitive in much the same way that we must have competitive support for faculty.

Provost
Greenwood

Superb faculty come to the University in order to work with talented graduate students. And while it is common across the nation for graduate student support to derive in part from federal and other grants, especially in science and technology fields, the current nonresident tuition has indeed become if not a curse, at least a difficult burden.

We will be working constantly to reduce this burden. When we are able to begin proposing new initiatives with the compact, graduate education and support of graduate students will be one of our highest priorities. In the short run, please refer to the earlier question.

Q: I will assume that a compelling vision has been unclearly articulated in recent years. It is...?

Senior Vice
President
Darling

We have worked with the Regents to identify the key determinants of quality and of our policy goals, and we have monitored our progress in achieving those goals. This is enabling us to articulate a much clearer statement of our contributions to the state and the support we need from the state to make an even more positive impact in the future.

Provost
Greenwood

We want to thank those of you who took the time today to participate in this web chat. We will convey your questions to the UC 2025 Long Range Guidance Team. Once again, if you have additional suggestions or issues you think we should consider, there will be opportunities to provide input both on this web site and through other events and activities we will be planning. Thank you again.