



## Notes from the Academic Senate Chair

Henry Powell, [henry.powell@ucop.edu](mailto:henry.powell@ucop.edu)



Dear Colleagues,

The Senate's top priority this year has become, by necessity, ensuring the long-term health of the University, and indeed, its very survival as a public institution. Over the coming months, I hope to engage, as deeply as possible, with the Academic Council, systemwide standing committees, divisions, and the administration to ensure that we maintain the atmosphere of collegiality and shared governance that will protect this great institution. Vice Chair Simmons and I also plan to visit each division at least once to meet with its executive council

and faculty, and I want to hear your views about the challenges and choices confronting UC during this difficult time. In addition, I will be thinking about how the Senate can help a downsized UCOP serve the divisions in a way that preserves UC as a ten campus entity.

I do not believe there will be a second year of furloughs and pay cuts, which I think everyone realizes would demoralize faculty to the extent that many would consider leaving the University. UC would need decades to recover from such an exodus of talent. But at the same time, I worry that the state will not live up to its promise to restore last year's one-time cut of \$305 million, and come spring, we may find ourselves back at square one. Unfortunately, in an uncertain budget climate, all options, including additional campus cuts and layoffs, higher student fees, and furloughs will have to remain on the table and be considered in a worst case scenario.

So I will be re-doubling my efforts to persuade faculty, staff, students and alumni that advocacy is not only the business of President Yudof and his team, but everyone's business as members of the UC community and as citizens of the state of California. I want faculty to do more to convince legislators that investing in higher education is fundamental to sustaining the California economy, but we have to demonstrate to Sacramento that we are not advocating out of self-interest. The budget cuts hurt students and their future, and by shutting the door of opportunity in students' faces, we are foreclosing on the future of the state.

The Senate has tended not to engage in public advocacy, but I believe this has to become a larger piece of what we do. UCOP also wants to increase its engagement with Sacramento and will be looking at ways Senate members with connections to lawmakers can use their existing relationships to advance UC's case at the local and state level. Toward that end, the Intersegmental Committee of Academic Senates is planning a new effort to coordinate the advocacy efforts of the three segments of higher education across the state; President Yudof also has proposed making UC a central part of the 2010 campaign for governor by inviting the candidates to detail their plan for higher education in a time of crisis.

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## Q&A with President Yudof

*The Senate Source* recently sat down with President Yudof to get his take on some of the most critical issues facing the University.

**Senate Source:** *What accomplishments are you most proud of from your first year?*

**President Yudof:** There actually are several I would mention, despite the overarching challenges of the economic collapse and state budget crisis. I'm proud of the Blue and Gold Opportunity Program and the fact that we're now able to increase its household income limit from \$60,000 to \$70,000. I've been pleased with the close collaboration with the Academic Council, and likewise with the restoration of the historic allocation of authority between the Regents and the president. The reorganization of the Office of the President has resulted in better alignment and improved business processes, and even as we've shrunk we've been able to bring in some extraordinarily talented people to key positions. And I believe we're making good progress on accountability, which was one of my initial priorities.

**Some faculty are concerned that shared governance is not being honored, particularly in the recent decisions about implementing furloughs and prohibiting them on instructional days. Others worry that increasingly short review times circumvent the process. How would you describe the condition of shared governance at UC?**

While the timeline was short, there was extensive consultation with all the concerned parties – especially with the Academic Senate – on the furlough policy. Unlike the State of California, we did create a policy that recognized lower-paid workers and we did try to give maximum flexibility to the campuses on how to implement the details of the policies. I know that many faculty are unhappy with the requirement that furloughs not be taken on instructional days, but I still believe that was the right decision. The Provost and I had ample input from the Academic Council and from a group that the Provost put together. I considered that input and made a decision—not a decision that pleased everyone, but I still believe it was the right one. We have an obligation to the students and I think there is ample flexibility for faculty to take furlough days on days they are not expected to be in the classroom. I know the short timeline for implementation made it difficult for us to communicate our decision in a manner that accommodated everyone's planning, but we did our best in trying circumstances.

Of course, I didn't have first-hand experience of UC shared governance prior to my arrival, but I have been told that I consult with the leadership of the Academic Senate at least as much, if not more, than past presidents. For example, I supported and adopted the Senate's recommendations on the Entitled to Review Policy and I appointed an interim provost who had a reputation as a strong former chair of the Academic Council. I think shared governance is functioning and healthy at UC.

What is broken is a commitment for funding from the state and the rapid withdrawal of state support from the University. This is necessitating some very difficult decisions that not only don't make the faculty happy, but also don't make me happy. But leadership requires decisive action in bad times, as well as good.

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*(Q&A with President Yudof, continued from page 1)*

***In your view, what comprises good consultation with the Senate?***

I could describe the formal governance structures in place at UC – which I do think is a good model compared to the role of the Academic Senate in other public universities. What is more important is that I do not make any major decisions that affect UC without consultation with the Academic Senate. Such consultation happens in many venues – frequent interactions with the Chair and Vice Chair of the Academic Council, appearances before the Assembly of the Academic Senate, conversations with campus divisions, working with representatives of the Senate on the many systemwide consultative and decision-making bodies. On all major issues, we do not move forward without some opportunity to get the Academic Senate’s input, and in many cases we refer big issues to joint Senate-Administrative bodies.

***You have said that recommendations from the Commission on the Future will be submitted for full Senate review. How do you envision that process? What are you hoping and expecting the Commission will achieve?***

I think the processes for review will depend on the kinds of recommendations that emerge from the work of the Commission on the Future. It’s critical that the Commission has the opportunity to do the creative thinking and planning that is essential for UC to remain an excellent university into the future. We have worked hard to ensure that faculty and Senate leaders are well-represented on the Commission and its work groups. We are working with Academic Council Chair Powell on ways to keep the Senate committees up-to-date on the deliberations of the Commission Workgroups, and ways for Commission and Workgroup members to update their campuses on discussions as this important project moves forward. If we can work together on this important endeavor at the front end, I think there will be good will and trust when we get to the formal review stage.

***Can you say with certainty that there will be no second year of furloughs?***

I have said there will be no second year of furloughs. However, I’ve also informed the campuses that they may have to make budget cuts equivalent to funding anticipated from the furlough reductions, \$184 million, if UC is not successful in getting any additional funding from the state restored in the UC 2010-11 budget.



President Yudof at the UC Commission on the Future meeting , November 12, in Oakland

***How can UC maintain its commitment to serving the people of California while raising student fees and curtailing enrollment?***

In 2009-10, the state cut the UC budget by \$637.1 million, so I think this question really should be “How can the state maintain its commitment to higher education and serving the people of California given a 20% reduction to the UC budget?” UC will only fill about 27% of the overall 2009-10 state budget cut through the increase in student fees. UC is increasing its Blue and Gold financial aid threshold from \$60,000 to \$70,000, setting aside 1/3 of the fee increase for undergraduate and half of the fee increase for academic graduate student financial aid support, and is advocating for the retention and increase of funding under the state’s CalGrant program. UC is serving 14,000 more students than the state is willing to fund, at a cost of \$156 million. UC is reducing enrollment for freshmen, but only by about 4,600 students (compared to the 14,000 over-enrollment) and is increasing by 750 students the number of community college transfers. If anything, UC is providing an incredible service to the people of California to set aside the financial aid resources to keep students enrolled. UC also is dedicated to maintaining student access, particularly when California has an increasing number of qualified underrepresented students, at a time when the state is significantly reducing the UC budget. The problem is not UC’s lack of commitment to serve the people of California, but the failure of the state to commit funding and recognize the benefit to California by investing in UC – the people’s University.

***Have you given up on state financing or can we still return to a sound public funding basis for higher education in California?***

UC has not given up on state financing and is currently initiating the largest budget advocacy effort in its history. The Regents approved my proposal to ask the state of California to restore more than \$900 million to our budget in the 2010-11 fiscal year, and we will be working vigorously with our advocates to convince the Governor and Legislature that this re-investment is critical for California. We are also joining with the California State University and the California Community Colleges to make the case for public higher education. Our state policy-makers must look to the future prosperity of California and understand that the only way this prosperity can be achieved is through the college graduates and university research that will expand current business ventures and create new employment opportunities in the state.

***We have heard from a few faculty who feel that your recent interview with the New York Times set the wrong tone. Do you want to cite any lessons learned from the response to your “cemetery manager” comment?***

That was an old, old joke I’ve been telling for years. The point of the quip is self-deprecatory: despite the fancy title, university presidents are not omnipotent figures. We can point, nudge, coax and adjust, but it is within the important context of shared governance, and it is within a community of extremely smart people who have varied opinions. Telling the cemetery joke was to make the point that we dropped plans for across-the-board pay reductions and instead went to a progressive furlough program because that was what the majority of the faculty who contacted me last summer wanted. I listened. To be honest, most of our faculty understand the joke for what it is; a few want to pretend they don’t and feign outrage to advance their own causes. I don’t apologize for trying to maintain a sense of humor even in hard times. It beats wailing and gnashing teeth.

***How are you ensuring that UC’s new advocacy and media relations campaigns will be more successful than in the past?***

I can assure you that I am going to do everything in my power to make it work. Having said that, it will have a much greater chance of success if we all—faculty, staff, students, alumni and well-connected supporters—stick together and move forward as one. I do know this: advocacy as an intra-mural slugfest, with factions within the University beating on one another and fighting at cross-purposes, isn’t going to achieve much more than a few headlines.

[Read more here](#)

# UC Commission on the Future Shifts into Drive

UNIVERSITY of CALIFORNIA  
Commission on the Future

The [UC Commission on the Future](#) has begun work on its charge to explore how UC can continue to serve California and maintain quality, access, and affordability in a time of diminishing State resources.

The 20-member “Gould Commission,” named for co-chair Regent Russell Gould, includes Senate faculty, administrators, regents, students, staff, and California business and labor leaders. Its five working groups—Size and Shape, Access and Affordability, Education and Curriculum, Finance, and Research Strategies—are also populated by a mix of constituencies, though Senate faculty comprise the largest contingent on each group.

Senate faculty on the Commission include Academic Senate Chair Henry Powell; Senate Immediate Past Chair Mary Croughan, who also co-chairs the Research Strategies Working Group; UCSB Professor of Italian and French Cynthia Brown, who co-chairs the Size and Shape of UC Working Group; and UCR Professor of Economics Anil Deolalikar. In addition, UC Davis Professor Keith Williams co-chairs the Education and Curriculum Working Group, and Senate Vice Chair Daniel Simmons sits on the Commission *ex-officio*.

The Commission has met twice, most recently in Oakland on November 12, and Working Group co-chairs are conducting “Listening Tours” of the campuses, with visits to Santa Barbara, Merced, Santa Cruz, Irvine, Riverside, and San Diego completed.

The Commission has been asked to complete its work by March 2010, but President Yudof has promised the Senate that any recommendations will undergo full systemwide Senate review before Regental action. Nevertheless, the Senate is cautious because the work of the Commission overlaps considerably with areas for which the Senate has delegated authority.

“The Senate wants to ensure that the Commission’s work proceeds according to principles of shared governance and respect for the authority and review processes of the Senate,” said Chair Powell. “We want the Senate to be involved earlier rather than later, and we want to encourage interaction between the working groups and standing Senate committees. That way, when the Commission finishes and delivers a set of recommendations to the Senate for a 60-day review, it is already familiar with the thinking and can respond quickly and effectively.

“The Senate should not wait for UCOP to give us a direction out of this financial crisis,” he adds. “We should take responsibility and come up with ideas ourselves. I think we can make the effort be forward-thinking and more proactive than reactive.”

Senate Vice Chair Dan Simmons agrees that the Senate should not remain on the sidelines. He wants the Senate to prepare itself to respond to the Commission’s recommendations by developing a clear sense of the faculty’s positions and priorities for the future direction of UC. “If the Senate wants to influence the work of the Commission,” he says, “committees should insert themselves actively into the process and opine on, for example, the viability of new and existing revenue sources; the extent to which UC can rely on student fees and increased non-resident enrollment to generate revenue; and the viability of President Yudof’s recent [white paper](#) proposing an expanded federal role in supporting higher education.”

He adds that UC’s biggest priority must be protecting its faculty. “It would take much longer—perhaps decades—for UC to recover from a significant loss of faculty, than from the damage to affordability and access brought by higher fees and reduced enrollment,” he said.

When the Commission roster was first announced, the Academic Council recommended that the President add faculty members from colleges of letters and science to help balance an overrepresentation of professional schools that was an unintended consequence of the disciplines of the Senate leadership. Regent Gould agreed, and the divisional and University Committees on Committees worked diligently to produce nominations for the five Working Groups; those rosters are now filled with faculty from all ten campuses and a variety of disciplines, but this extended process contributed to the delayed kick-off of the Commission.

## Senate Chair Powell’s Message to Faculty about the UC Commission on the Future

The UC Commission on the Future represents a once in many decades opportunity for institutional self-study that is both systematic and systemwide. Over the past three months, the Academic Senate and UC leadership have worked to identify faculty and other participants to serve on the Commission and its five working groups. These representatives bring the requisite scholarly expertise, as well as a history of service to shared governance, and they are representative of their ten campuses. Their work will overlap and often complement the work of the standing committees of the UC systemwide Senate. When the Commission’s task is complete, its recommendations will be sent to the Academic Council for transmission to the divisions as part of the process of systemwide review, which also will involve the standing committees of the Senate such as Planning and Budget, Educational Policy, Research Policy, and the Coordinating Committee for Graduate Affairs, as well as divisional committees with similar charges on each of our campuses. To facilitate this work, the Senate would like to engage with the working groups earlier rather than later. At its November meeting, Council discussed how the systemwide Senate committees will communicate with the working groups and will plan for a meeting with the co-chairs of the working groups, hopefully in December.

The Commission’s work is occurring as faculty, staff, and students are feeling great anxiety and alarm about the effects of the state’s cuts to UC, which come at a time of extraordinarily high unemployment and unmet needs for the present and future workforce. These cuts represent a violation of California’s historic promise of access to affordable, high-quality education. As UC enrolls fewer students, even more devastating enrollment cuts are taking place at California State University and at the California Community Colleges, and in their capacity to offer classes that students need. President Yudof has characterized the state as an unreliable partner. Indeed, in any human partnership, when one side fails to meet its responsibilities, the other is forced to be steady, thoughtful, and farsighted.

[Read more here](#)

[Read more here](#)

(Chair's Notes, continued from page 1)

Both Vice Chair Daniel Simmons and I believe that one of the most important issues before the Senate this year will be our response to the UC Commission on the Future and its recommendations. I always think it is helpful to look inward in a time of crisis, and the Gould Commission is an opportunity for UC to do just that. Senate faculty are well-represented on the Commission, which will be addressing big issues in a relatively compressed timeframe, and I believe the Commission's work will provide food for thought for the Senate, which ultimately is responsible for all of the topics the Commission has been charged to address. We will monitor and participate in all aspects of the Commission's work to make our formal review in the spring as expeditious as possible. Chairman Gould and President Yudof expect that the Commission's ultimate product will be something that faculty have analyzed, examined, engaged with, and modified in the best interest of public higher education.

My experience as a former UC San Diego divisional chair taught me that the faculty have to address shared governance every day. At the same time, one of the things I love most about UC is something I did not find at universities in my native Ireland: a willingness of the people in power to listen to and respect the views and opinions of the faculty. President Yudof has shown an authentic interest in shared governance and has been willing to consider virtually any Senate proposal. Understandably, his decisions to implement furloughs and disallow them on instructional days are unpopular, but I don't think it is fair for faculty to claim that shared governance was not respected in these decisions when the input of the Senate, and indeed of the staff and students, was solicited and taken seriously. It is not a failure of shared governance when the administration disagrees with the Senate on something for which the administration has oversight; it is the President exercising his authority. I have enjoyed working with President Yudof because I know that he is driven by a personal commitment both to higher education in general, and preserving the excellence of the University in particular. Furthermore, I would ask the President's most vocal critics to remember that the state budget crisis is not of his making and to re-direct your anger and energy to higher education advocacy, and local Senate involvement.

Now is the perfect time to get involved in the Academic Senate. Two-thirds of the faculty at my campus are not involved in Senate service, but the one-third who are know that they really have a meaningful voice in running the University. The atmosphere of collegiality and the diversity of scholarly disciplines represented on Senate committees make service an incredibly rich experience. It helps you step outside your own field and experience the totality of the University, and I think within the Senate you find some of the richest veins of information about policy that ultimately guides the University.

UC is a remarkable institution. It is ranked as the greatest public university in the country, if not the world, and has sustained itself through very difficult times. We can weather this storm, too, but only as one faculty, one community, One University. Please contact your local Senate office to find out how to help.



Academic Senate Chair Harry Powell and Vice Chair Daniel Simmons

Fiat Lux, Harry

## UPDATES and EVENTS

- ▶ The Academic Council sent memos to the President about:
  - ◆ [The Impact of the Furlough Policy on Research](#)
  - ◆ [Concerns over Graduate Student Fee Increases](#)
  - ◆ [The Importance of Budget Advocacy](#)
- ▶ The Academic Assembly received its second annual report from the President on [Plutonium Pits Production](#)
- ▶ Council Chair Powell and Vice Chair Simmons sent a memo to Senate Divisional Chairs regarding [Non-Podium Instructional Days](#)
- ▶ [UC Commission on the Future](#):
  - ◆ **December 8, 2009**  
*Third Commission meeting, UCSF Mission Bay*
  - ◆ **January 19, 2010**:  
*Fourth Commission meeting, UC San Diego*
  - ◆ **February 25, 2010**  
*Fifth Commission meeting, TBD*
- ▶ [Post Employment Benefits Task Force](#) listening forums end November 20<sup>th</sup> at UC Irvine, but work will continue.
- ▶ [UC searches for interned Japanese American students](#)

## Under Senate Review

Click [here](#) for a comprehensive list of current and past review items and check the [Tracking Log](#) for the progress of all issues.

- ▶ [Revised Differential Fee Proposal](#) (Comments due 12/4/09)
- ▶ [Proposed Senior Management Group Policies](#) (Comments due 12/15/10)
- ▶ [Report of the Undergraduate Educational Effectiveness Task Force](#) (Comments due 1/4/10)
- ▶ [Report of the Academic Senate Special Committee on Online and Remote Instruction and Residency](#) (Comments due 1/15/10)
- ▶ [Proposed Technical Revisions to Academic Personnel Policies 015, Part II; 0-36-0; 140-33-b; 160, Appendix A; 230-20-h; 220-4-b; 310-17-c](#) (Comments due 1/15/10)
- ▶ [Report of the Joint Senate-Administration Task Force on the Education Abroad Program](#) (Comments due 1/15/10)
- ▶ [Proposed Repeal of Senate Regulation 764](#) (Comments due 2/8/10)

THE SENATE SOURCE is published periodically during the academic year by the Systemwide Senate to inform UC faculty about the activities of the Senate. Your comments are welcome: [senatenews@ucop.edu](mailto:senatenews@ucop.edu)

Henry Powell, 2009-2010 Academic Senate Chair  
Michael LaBriola and Kenneth Feer, Co-editors