Chair's Summary

The 2010-11 academic year brought unprecedented budget cuts to the University of California, such that we move into the 2011-12 academic year with state funding comprising just 12% of Berkeley's operating budget, well behind student tuition, federal funding, and philanthropy as revenue sources. This situation has prompted significant discussion as to how to maintain access and excellence, what it means to be a public university, and what are the obligations of the University to the public in the face of such drastic disinvestment. These are not easy questions, and have certainly not been resolved. Fortunately, Berkeley's strong tradition of shared governance ensures that the future of Berkeley will be determined with broad input from its faculty. I anticipate a useful contribution to this debate coming in fall 2011, when the Committee on University Governance and Leadership, appointed by DIVCO in response to a resolution passed at the spring 2010 Division Meeting, reports on its work.

While the budget has influenced much of the work of the Senate during the 2010-11 academic year, the routine work of Senate standing committees and the Divisional Council has proceeded. Our Regentally-derived authority over courses, curricula, and conditions for admission and degrees, and advisory input on numerous other campus matters, such as academic personnel, resource allocation, and departmental reviews are pivotal in maintaining Berkeley's excellence. I am indebted to all Senate members who have contributed to this effort over the past year, and to the Senate staff members who have supported their work.

It is important to note that in taking the specific actions listed below, DIVCO has been repeatedly impressed by the accomplishments of colleagues nominated for awards, the quality maintained in our academic programs despite limited resources, the dedication, creativity, and passion of the faculty in their teaching and research, and the determination of the faculty to find ways to ensure that Berkeley students can continue to receive an excellent education in the face of disinvestment on the part of the state in higher education.

Academic Programs and Policies

Much of the focus of the Senate on academic programs during the 2010-11 academic year was driven by initiatives to align both programs and instructional delivery mechanisms with the evolving demands of employers and students. The majority of new programs considered by the Senate were professionally oriented masters programs, several of which were joint offerings by different schools and colleges, reflecting the need in the workplace for graduates with an advanced level of multidisciplinary skills. There is also a clear need to accommodate masters students who choose or need to continue working while earning their degrees, either via part-time degrees or online delivery of instruction. A Senate Working Group on Online Graduate Degrees and a joint Senate-administration Task Force on Self-Supporting Degree Programs both provided useful proposals (accepted by DIVCO) for policies for structuring and reviewing new programs. Towards the end of the year a task force was formed and charged to consider Senate oversight of degrees that might be offered by Berkeley Extension.

Berkeley Senate members have shown intense interest in online education; they are determined that both online courses and online programs should have the same quality as face-to-face instruction. With assurance of this, DIVCO endorsed the proposal for an On-campus/Online Professional Master of Public Health degree program. Toward the end of the school year the Committees on Courses of Instruction and Educational Policy co-sponsored a lively discussion on the systemwide Online Course Pilot program.

The joint Task Force on Undergraduate Enrollment concluded its work; in addition to making recommendations for an appropriate balance of California resident and out-of-state undergraduates, this
task force addressed the related issue of analyzing the number of places in “common good” courses needed to ensure that undergraduates get the classes that they need when they need them. In response to a series of recommendations from this task force, the administration provided several million dollars of new funding to augment the available seats in reading and composition, mathematics, science, and language classes. This direct investment in the quality of education and sensitivity to the needs of our students is welcome and commendable. Additional facets of education were addressed by task forces on international education, course note-taking, and textbook and reader affordability.

The Senate continued its involvement in the development of an online Curriculum Management Implementation (CMI) tool. In addition to streamlining workflow for the Committee on Courses of Instruction, this will provide faculty and staff with ready access to data such as course prerequisites and course equivalency that will greatly enhance undergraduate advising.

The Senate also continued active participation in the campus Undergraduate Student Learning Initiative. Most programs have now articulated learning goals, and the focus of this year’s discussions has been on assessing these goals.

**Responses to Senate Resolutions**

In response to a resolution passed at the fall 2009 Division Meeting, DIVCO appointed a Task Force on Intercollegiate Athletics; the report of this task force was approved by DIVCO in August 2010. The task force recommended that the Senate-only committee charged with overseeing the Department of Intercollegiate Athletics operations to promote transparency and clarity (Item 4 of the resolution) should be a subcommittee of the Committee on Academic Planning and Resource Allocation (CAPRA). This subcommittee was formed, and its members were appointed to the University Athletics Board, a joint Senate-administration committee, to ensure that its members could have full access to all relevant information.

Following a resolution passed at the spring 2010 Division Meeting, DIVCO appointed a special Committee on University Governance and Leadership (CUGL), charged to collect, study and formulate a set of reform proposals concerning the governance and leadership of the University. This committee provided DIVCO with a preliminary report in May, and will provide its final report in fall 2011.

**Academic Personnel Matters**

Academic personnel reviews directly affect all Senate members. An important component of reviews is the analysis and recommendation provided by the Committee on Budget and Interdepartmental Relations (the Budget Committee). During the 2010-11 academic year the online Academic Personnel at Berkeley Electronic Achievement & Review System (AP Bears) was rolled out for faculty undergoing regular merit reviews. As with most new systems, there were teething problems that are gradually being addressed. Some faculty identified errors in teaching workload data resulting from database errors. Since the system works best with ongoing input of research achievements and service activities, many found it time-consuming to input data for the entire review period. Workflow issues are gradually being addressed, and the Senate looks forward to working with Janet Broughton, incoming vice provost for academic affairs and faculty welfare, to ensure that AP Bears is user-friendly, accurate and supportive of timely academic personnel reviews.

For many years Berkeley has expected its faculty to be dedicated and effective teachers. During 2010-11, DIVCO endorsed the recommendations of a Joint Senate-Administration Task Force on Teaching Evaluation and guidelines for evaluating graduate student mentoring in faculty performance reviews; both emphasize holistic evaluation of teaching rather than relying simply on numeric scores. The campus accepted the recommendation of the Task Force on Teaching Evaluation to develop an online teaching evaluation system, but merged this with a separate recommendation from the task force to pilot a system that would provide course evaluation data to students. Although there was Senate representation on the steering committee for the evaluation project, relevant Senate committees and faculty-at-large expressed grave concerns about a late decision to fund the system under the Student Services Initiative of Operational Excellence, and the proposed policy for releasing data. This concern led to the adoption at
the spring 2011 Division meeting of a resolution urging the campus administration not to release reviews of instructors intended for use in academic personnel reviews, and urging the vice provost for academic affairs and faculty welfare to “work with the Academic Senate to develop methods, metrics, and oversight and accountability necessary to ensure the best possible improvements in evaluating instructors.”

Faculty/University Welfare

Competitive post-employment benefits have long been a crucial component of the University’s benefits for faculty and staff, but due to a “contribution holiday” that started in the early 1990s, the pension fund is grossly underfunded. A UCOP Task Force on Post-Employment benefits made recommendations in late August 2010, and Senate members of that task force issued a dissenting statement at the same time. DIVCO sponsored a faculty seminar on the recommendations to educate the Berkeley faculty on the issues under consideration and garner input from the Division. With additional input from standing committees, DIVCO endorsed the dissenting statement in October. DIVCO also co-sponsored with the administration a town hall meeting on post-employment benefits, held late in October.

An unanticipated faculty welfare issue arose with open enrollment in November 2010, when the University rolled out the Health Net Blue and Gold plan as a more affordable option to the regular Health Net program, for which employee contributions increased sharply. Unfortunately there were very few Blue and Gold physicians in the East Bay. Along with my counterpart at UC Santa Cruz, where health options were even more limited, we voiced our concerns to the Office of the President. More East Bay physicians were added to the Health Net Blue and Gold plan. Nonetheless, none of the physicians at the Tang Center or Alta Bates Medical Group are Blue and Gold providers. This leaves Berkeley faculty and staff having to choose between having local health care providers at a high cost, or more distant providers at a more affordable cost. Clearly there are implications from the latter choice for employee productivity if one factors in the extra time needed away from work for medical treatment by Blue and Gold providers.

Budget

Although the Academic Senate’s authority over budget matters is advisory, recommendations from the Berkeley Division to the administration have historically been useful and well-received. In what I consider to be a fine example of shared governance, the campus administration has been generous and open in sharing financial information with the Senate. In return, the Senate has provided rigorous and thoughtful advice. The 2010-11 academic year started on a fleeting note of budgetary optimism, during which the campus “Gimlet Group”, comprising members of the administration and selected Senate leaders, discussed big picture ideas. After the November gubernatorial election it became evident that the University would be facing significant budget cutbacks, and the group turned its attention to more immediate budgetary matters.

In addition to the overall disinvestment in higher education on the part of the State, two major fiscal initiatives by the Office of the President introduced changes that will have far-reaching impacts on Berkeley and the other UC campuses. The first of these was the so-called “Funding Streams Initiative”, whereby revenues raised at the campus level will remain at that campus, save a tax to fund the Office of the President. Although DIVCO took exception to a few details in the original proposal, overall this change will greatly improve fiscal transparency, and is also likely to incentivize more entrepreneurial activities than Berkeley has historically followed. The second initiative, which was not concluded in the 2010-11 year, was the “rebenching” effort, which is seeking to develop a fair model for channeling state funding to individual campuses.

Operational Excellence

Operational Excellence (OE), the campus initiative to overhaul administrative functions to mirror the level of excellence that characterizes Berkeley’s education and research, entered the design phase in April 2010. The report from Bain and Company after the diagnostic phase of OE concluded that such an overhaul could potentially save the campus $75M annually. As chair of the Division I served on the OE Coordinating Committee, along with the initiative sponsors, OE faculty head, and the vice chancellor for
equity and inclusion; numerous proposals were brought to the coordinating committee and received extensive feedback.

Although Operational Excellence is focused on administrative functions, it is impossible to overhaul the administration of a university without potentially impacting academic functions. OE leaders made presentations at both the fall and spring Division meetings to inform the faculty of OE activities and answer questions. In addition, OE leaders attended meetings of DIVCO and some standing Senate committees to discuss their ideas and proposals.

Other Activities and Actions

Division meetings were held in fall 2010 and spring 2011. In addition to Senate business, there were presentations on Operational Excellence, the campus budget, and the proposed online evaluation of instructors. The Division also sponsored two “Conversations with the Faculty”, informal meetings affording more opportunity for discussion on matters of interest to the faculty than is feasible at Division meetings. The first Conversation was on “Governance in Times of Change”, featuring Professors Daniel Simmons and Robert Anderson (the systemwide Academic Senate chair and vice chair). The second Conversation addressed “Funding Cutbacks – The Impact on Quality, Access and Affordability”, featuring UC Executive Vice President – Business Operations Nathan Brostrom and Executive Vice President and Chief Financial Officer Peter Taylor.

On behalf of the Division I had several meetings with international scholars, either singly or in delegations, to explain the Berkeley model of shared governance. I met with Regent George Kieffer, who was interested in the views of the faculty on UC governance. I updated the California Alumni Association with Senate activities and the perspective of the faculty. I also spoke on behalf of the Senate at the 2010 Deans’ and Chairs’ retreat, and at a meeting of the UC Berkeley Foundation. I served as the Senate representative on the committee charged with the 10-year review of the Center for Information Technology Research in the Interest of Society (CITRIS), on the search committee for the vice chancellor – administration and finance, on the systemwide Academic Planning Council and the Academic Council Special Committee on Agriculture and Natural Resources. I also testified to the Assembly Higher Education Committee on "Preserving Quality – Increasing Academic Efficiencies in an Era of Diminishing Resources".

Conclusion

Active engagement in shared governance by DIVCO and other Senate committees has been crucial in helping Berkeley respond to the 2010-11 financial crisis and protect academic excellence; this has required the tireless efforts of committee chairs and members, and Senate staff. Shared governance could not have happened without the partnership of the campus administration; particular thanks are due to Chancellor Robert Birgeneau, Executive Vice Chancellor and Provost George Breslauer, Vice Chancellor for Administration and Finance John Wilton, Associate Vice Chancellor for Budget Erin Gore, and Vice Provost for Teaching, Learning, Academic Planning and Facilities Catherine Kosholand. The crisis is not over, but the 2011-12 Divisional Council, under the capable leadership of Bob Jacobsen and Christina Maslach, and the expert assistance of Executive Director Andrea Green Rush and her staff, is well positioned to face these challenges, helping ensure that the Berkeley of the future maintains the core values and commitment to excellence that are responsible for our stellar reputation

Respectfully submitted,
Fiona Doyle
Chair, 2010-2011
Berkeley Division of the Academic Senate
List of Activities

The following summarizes Divisional Council and Division activities and actions for 2010-2011, including the date(s) upon which the item was acted on. Please refer to the Divisional Council approved minutes and communications for details.

Academic Programs

- Approved the proposed discontinuance of the Physical Sciences Field Major in Letters & Science. (9/27/10)
- Endorsed the 2012-2016 academic calendar proposal and forwarded comments to the vice provost for teaching, learning, academic planning and facilities. (9/27/10)
- Endorsed the proposal for a certificate in New Media. (10/11/10)
- Forwarded comments on the review of the Department of Film Studies to the vice provost for teaching, learning, academic planning and facilities. (10/11/10)
- Forwarded comments on the review of the Haas School of Business to the vice provost for teaching, learning, academic planning and facilities. (10/25/10)
- Forwarded comments on the review of the Department of South and Southeast Asian Studies to the vice provost for teaching, learning, academic planning and facilities. (11/29/10)
- Forwarded endorsement of a name change for the Survey Research Center/Institute for the Study of Social Change to the associate vice chancellor for research. (2/28/11)
- Forwarded comments on the review of the Goldman School of Public Policy to the vice provost for teaching, learning, academic planning and facilities. (2/28/11)
- Forwarded comments on the review of the Department of Linguistics to the vice provost for teaching, learning, academic planning and facilities. (3/28/11)
- Forwarded endorsement of the discontinuance of a B.S. in Computational Engineering Science to the acting vice provost for academic affairs and faculty welfare. (4/11/11)
- Forwarded endorsement of a concurrent degree in Law (J.D.) and Energy and Resources (M.A./M.S.) to the acting vice provost for academic affairs and faculty welfare. (4/11/11)
- Forwarded endorsement of a Master of Development Practice Degree proposal, with comments, to the acting vice provost for academic affairs and faculty welfare. (4/25/11)
- Forwarded endorsement of a proposal for On-campus/Online Professional Master of Public Health degree program (OOP-MPH) to the acting vice provost for academic affairs and faculty welfare. (4/25/11)
- Forwarded endorsement of a proposed concurrent program for Public Policy and Energy and Resources to the acting vice provost for academic affairs and faculty welfare. (5/9/11)
- Forwarded endorsement of a proposed concurrent program leading to a Master of Social Welfare and of Public Policy, to the acting vice provost for academic affairs and faculty welfare. (5/9/11)
- Forwarded endorsement of a proposed M.S./Ph.D. in Computational Biology to the acting vice provost for academic affairs and faculty welfare; declined to endorse a change in status to an augmented graduate group. (4/25/11, 5/16/11)

Policies

- Approved the report of the Working Group on Online Graduate Degrees and forwarded the report to the vice provost for teaching, learning, academic planning and facilities, and the graduate dean. (8/30/10)
- Approved and forwarded a proposed graduate degree review process to the vice provost for academic affairs and faculty welfare. (9/13/10)
- Endorsed the charge for the Task Force on International Education. (9/27/10)
- Forwarded endorsement of the proposed amendment to APM 015, the Faculty Code of Conduct, to Academic Council; declined to endorse the proposed amendment to APM 010, Academic Freedom. (11/29/10)
• Forwarded recommendations on the report of the Task Force on Self-Supporting Degree Programs to the executive vice chancellor and provost. (11/29/10)
• Forwarded comments on the policy on self-supporting graduate programs to Academic Council. (12/13/10)
• Approved the report of the Task Force on International Education and forwarded comments to the Chancellor. (1/24/11)
• Endorsed three reports of the Task Force on Undergraduate Enrollment. (1/24/11)
• Endorsed the report of the Task Force on Course Note-Taking. (2/28/11)
• Approved guidelines for coursework with internship components, developed by the Committee on Educational Policy and the Committee on Courses of Instruction. (3/28/11)
• Endorsed the charge for a Senate Task Force on Berkeley Extension Degree Programs. (4/11/11)
• Forwarded comments on the review of online professional graduate degree programs to the vice provost for teaching, learning, academic planning and facilities. (5/16/11)

Legislation

Enacted Legislation

All items placed on the Division meeting consent calendars were approved.

• Approved the disestablishment of the Committee on University Extension, Berkeley Division Bylaw 48, for placement on the Special Orders-Consent Calendar at the fall Division meeting. (8/30/10)
• Approved proposed amendments to Berkeley Division Regulation 300 (American Cultures Breadth Requirement) and Berkeley Division Bylaw 33 (Courses of Instruction) for placement on the Special Orders-Consent Calendar at the fall Division meeting. (8/30/10)
• Approved the withdrawal of the Master of Bioradiology degree and rescission of the associated Berkeley Division Regulation 1510 for placement on the Special Orders-Consent Calendar at the fall Division meeting. (9/13/10)
• Approved proposed amendments to Berkeley Division Bylaws 13.C (Composition of Committees: Student Selection and Appointment) and 17.C (Committee on Committees: Duties) for placement on the Special Orders-Consent Calendar at the fall Division meeting. (9/27/10)
• Approved proposed amendments to Berkeley Division Bylaw 33 (Courses of Instruction) for placement on the Special Orders-Consent Calendar at the fall Division meeting. (10/11/10)
• Approved proposed amendments to Berkeley Division Regulation 564 (M.Eng.) for placement on the Special Orders-Consent Calendar at the fall Division meeting. (10/11/10)
• Approved the addition of Berkeley Division Regulation 355 (Master of Financial Engineering) for placement on the Special Orders-Consent Calendar at the spring Division meeting. (3/28/11)

Faculty/University Welfare

• Endorsed a draft policy on workplace violence prevention. (9/27/10)
• Forwarded endorsement of a dissenting report attached to the report of the Task Force on Post-Employment Benefits, with comments, to Academic Council. (10/11/10)
• Forwarded endorsement of guidelines for the evaluation of graduate student mentoring in faculty performance reviews to the graduate dean. (10/25/10, 3/14/11)
• Forwarded comments on an online system for course evaluation to vice provost for teaching, learning, academic planning and facilities. (3/14/11)
• Forwarded a recommendation to the Chancellor regarding state-mandated sexual harassment training for faculty. (3/28/11)
• Forwarded comments on the Operational Excellence (OE) Shared Services Design Team report to the OE steering committee. (3/28/11)
• Endorsed the report of the Joint Senate-Administration Task Force on Teaching Evaluation. (3/28/11)

Budget and Planning

• Approved the report of the Task Force on Intercollegiate Athletics. (8/30/10)
• Approved the formation of a subcommittee of the Committee on Academic Planning and Resource Allocation to monitor intercollegiate athletics finances. (8/30/10)
• Approved the report of the Joint Task Force on Textbook and Reader Affordability. (9/13/10)
• Approved the charge for a special committee on governance and leadership of the University. (9/13/10, 9/27/10)
• Forwarded endorsement of a systemwide proposal to rename fees as tuition to Academic Council. (10/11/10)
• Forwarded comments on Academic Council’s recommendations and a UC Los Angeles statement pertaining to the Future of the University to: Academic Council, the Chancellor, and the executive vice chancellor and provost. (10/25/10, 11/8/10)
• Forwarded comments on the UC funding streams proposal to Academic Council. (2/7/11)
• Declined to endorse the Coalition of Intercollegiate Athletics' resolution on intercollegiate athletics, but affirmed the recommendations of the Knight Commission. (5/9/11)

Informal comment to the administration
• Forwarded informal comments on the budget recommendations of the Committee on Academic Planning & Resource Allocation (CAPRA) to the EVCP. (4/25/11)

Awards and Honors
• Approved three recipients of the Distinguished Teaching Award. (3/14/11)
• Approved two Faculty Research Lecturers. (4/11/11)
• Approved two recipients for the 2011 Berkeley Faculty Service Award. (5/9/11)

Senate Management
• Approved amended conflict of interest guidelines for DIVCO. (8/30/10)
• Declined to allow filming of DIVCO meetings for Fred Wiseman’s documentary film on higher education. (8/30/10)
• Conducted a Senate leadership orientation. (8/31/10)
• Approved and forwarded DIVCO’s 2009-2010 annual report to the systemwide Academic Senate. (9/13/10)
• Endorsed changes to plans for Senate committee reorganization. (9/27/10)
• Endorsed and forwarded the comments of the Committee on Budget and Interdepartmental Relations regarding the report of the Task Force on Senate Membership to Academic Council. (1/24/11)
• Held two Division meetings. (11/3/10, 4/20/11)
• Conducted an electronic election for the division. (3/31/11)

Senate Events
• Sponsored two Conversations with the Faculty events. (10/29/10; 3/29/11)
• Sponsored a 10/6/10 Senate seminar on proposed UC post-employment benefits. (9/13/10)
• Held an end of year reception for Divisional Council and Senate leadership. (5/11/11)

Cosponsored Events
• Cosponsored with the Chancellor’s Office a town hall for the faculty on post-employment benefits. (10/28/10)