



**NOTICE OF MEETING\***  
**BERKELEY DIVISION OF THE ACADEMIC SENATE**  
**Thursday, November 2, 2017, 3:00 – 5:00 p.m.**  
**Sibley Auditorium, Bechtel Engineering Center**

Items on the agenda for the fall meeting of the Berkeley Division include:

- **Report of standing committees**  
The Committee on Academic Planning and Resource Allocation (CAPRA) will report on its ongoing study of non-academic staffing levels and trends. Staff headcount increased dramatically between 2011 and 2015, largely as a result of the creation of CSS. Since 2015, some decline is visible. The report also includes a limited comparison to a set of peer institutions.
- **Policy on Major Events Hosted by Non-Departmental Users**  
Interim Vice Chancellor for Student Affairs Stephen C. Sutton will provide an overview of the [interim policy](#). The presentation will be followed by an open discussion and opportunity to provide feedback as the campus works toward establishing a permanent policy.
- **Resolution concerning central campus administrative structures and spending**  
This resolution was introduced at the May 3, 2017, Division Meeting. It instructs the Senate leadership to request information from the administration on central campus services and staffing, and for that information to be examined by faculty volunteers, resulting in a report from CAPRA that makes recommendations regarding deployment of resources to support teaching, research, and service. The full text of the resolution appears in the Order of Business.
- **Announcements**  
Chancellor Carol Christ  
Division Chair Lisa Alvarez-Cohen  
Graduate Assembly Campus Affairs Vice President Shreyas Patankar

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\* Communications may be directed to the Academic Senate e-mail address: [acad\\_sen@berkeley.edu](mailto:acad_sen@berkeley.edu).

*In Memoriam*

*In Memoriam* is a compilation of commemorative statements honoring deceased members of the Division, their lives, and service to the University. Memorials are produced by various sources, including colleagues of the deceased and the Office of Public Affairs, and are published by the systemwide Academic Senate in *In Memoriam*  
<http://senate.universityofcalifornia.edu/in-memoriam/index.php>

The Committee on Memorial Resolutions has approved memorials for the following Berkeley faculty since May 2017. The authors of the memorials are listed in the column to the right.

Nathan W. T. Cheung (Electrical Engineering and Computer Sciences)

Andy Neureuther  
Bill Oldham  
Michael Lieberman

John G. Hurst (Education)

Paul Ammon  
David Stern  
With contributions from Amalia Aboitiz, Paula Argentieri, and Kara Sammet

Kenneth Kwai-Hsiang Mei (Electrical Engineering and Computer Sciences)

Andrew Neureuther  
Lewis Lancaster

John Thomas Noonan Jr. (Law)

Robert H. Cole  
Kathleen Vanden Heuvel

Olga Sorokin-Vasiliev (Slavic Languages and Literatures)

Olga Raevsky Hughes  
Robert P. Hughes  
Eric Naiman  
Irina Paperno

Harold F. Weaver (Astronomy)

Joseph C. Shields  
Imke de Pater  
Alexei V. Filippenko

Robert Louis Wiegel (Civil and Environmental Engineering)

Carl L. Monismith  
Jorg Imberger  
Stephen G. Monismith

Eugene Zavarin (Environmental Science, Policy, and Management)

John Shelly  
Frank Beall  
Mavrik Zavarin  
Nina Zavarin  
Scott Stephens

## ORDER OF BUSINESS

### I. Minutes

Minutes of the May 3, 2017 meeting of the Division (Enclosure 1)

### II. Announcements by the President

President Janet Napolitano is unable to attend.

### III. Other Announcements

A. Chancellor Carol Christ

B. Berkeley Division Chair Lisa Alvarez-Cohen

C. Graduate Assembly Campus Affairs Vice President Shreyas Patankar

### IV. Special Orders-Consent Calendar (None)

### V. Reports of Special Committees (None)

### VI. Reports of Standing Committees

A. Committee on Academic Planning and Resource Allocation

### VII. Petitions of Students (None)

### VIII. Unfinished Business

A. **Resolution concerning central campus administrative structures and spending**

The following resolution was originally presented at the May 3, 2017, Division Meeting:

Whereas, Our campus mission is teaching, research, and service with the only role of the administration being to support the students and faculty in performing that mission;

Whereas, Administrative staff are not just entries in a spreadsheet—they work hard supporting the campus and presumably understand as individuals what they themselves are doing and why;

Whereas, Purely individual level understandings of this work are not enough since all well-functioning organizations need to collectively understand what each piece is doing and why;

Whereas, There have been recent allegations of waste at the UCOP level and campus level analyses indicating that central campus administrative spending has grown disproportionately in recent years at Berkeley, as well as being significantly out of line with peer institutions;

Whereas, Managing an enterprise of the size and scope of UC Berkeley is a seemingly impossible task given its accreted web of administrative structures;

Whereas, It is possible to draw upon the vast knowledge and expertise of the UC Berkeley faculty to help reorient the administrative structures to better align with the core missions of the campus, with an aim of cooperating with campus leadership to place the campus on much firmer financial ground;

Be it therefore RESOLVED that:

1. It is the sense of the UC Berkeley faculty that a faculty-led study into the services provided at the central campus level should be performed.
2. The Senate leadership (with guidance from CAPRA) shall request from the administration such information as deemed necessary to understand in some detail what services central campus provides, how those services support the core mission of campus, and how the provision of those services maps directly and indirectly to the campus organizational chart and budget. To the extent that any information is requested from central campus employees themselves, those employees shall also be provided the opportunity to give suggestions for how their work could be made more efficient and more supportive of the core mission. To the extent possible, the choice of information requested should be minimally disruptive to staff morale or the efficient administration of the campus, while still allowing a strategic understanding of what is being done and why.
3. Our fellow faculty are urged to volunteer to help examine these and other materials from CAPRA in the context of the core teaching, research, and service missions of the campus. The committee service credit and faculty volunteer selection to help CAPRA in this manner should be handled in a manner analogous to how CUSHFA leverages faculty volunteers for the Regents' and Chancellor's Scholars programs.
4. CAPRA, with the help of this group of evaluating faculty, shall produce a report for sharing with the campus that:

- a. Explains in some detail the services being provided to students and the faculty by central campus, explains why / whether each service is essential, and provides approximate costs in terms of staff salaries and other direct expenses.
- b. Recommends how these resources, if justified, could be better deployed to support our core missions of teaching, research and service.

**IX. University and Faculty Welfare (Discussion only)**

**A. Policy on Major Events Hosted by Non-Departmental Users**

Interim Vice Chancellor for Student Affairs Stephen C. Sutton will provide an overview of the [interim policy](#). The presentation will be followed by an open discussion and opportunity to provide feedback as the campus works toward establishing a permanent policy.

**X. New Business (None)**

**DRAFT**  
**MINUTES OF THE MEETING**  
**BERKELEY DIVISION OF THE ACADEMIC SENATE**  
**Wednesday, May 3, 2017**

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The spring meeting of the Berkeley Division was called to order at 3:10 p.m. on Wednesday, May 3, 2017, in the Sibley Auditorium, Bechtel Engineering Center, pursuant to call. Professor Robert Powell, chair of the Berkeley Division and professor of political science, presided. The meeting commenced with announcements, and later the agenda was approved once quorum was confirmed.

**I. Minutes (Enclosure 1)**

**ACTION:** The minutes of the fall Division meeting held on November 1, 2016, were approved without objection.

**II. Announcements by the President**

UC President Janet Napolitano was unable to attend.

**III. Other Announcements**

**A. Chancellor Nicholas Dirks**

In his state of the university address to the Senate, Chancellor Dirks began by highlighting Berkeley's continued high rankings in national and world surveys, and in research.

There has been progress in improving the undergraduate experience. Professor Catherine Koshland was commended as the first vice chancellor for undergraduate education. A new division of data science and an arts and design initiative have been developed. The campus has supported academic progress for student athletes. Cross-disciplinary connections and research have expanded, not only at the campus level but also through collaborations with other American and global institutions.

The campus has faced several significant challenges and made progress on these issues:

- Sexual violence and sexual harassment (SVSH): Procedures for dealing with SVSH violations on campus are being revised.
- Free speech: The campus supports open and nonviolent engagement, but recent events have resulted in violence. Still it is important for Berkeley to support freedom of speech and to remain open to debate and engagement.
- Budget: State funding has diminished from about two-thirds of the UC budget in the 1980s, to around 12 percent now. The campus is working on a plan for a sustainable future and intends to have a balanced budget by 2020. Efforts to improve Campus Shared Services (CSS) continue, but will

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<sup>1</sup> Recordings of Divisional Meetings are available online at <http://academic-senate.berkeley.edu/division-meetings>. Contact <[acad\\_sen@berkeley.edu](mailto:acad_sen@berkeley.edu)> for more information.

likely never reach the same level as past services. Recommendations on the intercollegiate athletics budget are expected.

The Chancellor was optimistic that Berkeley would prevail and continue to carry out its mission of access and excellence. He was confident that Chancellor-Elect Carol Christ would provide the strength and experience needed to lead the campus through these times.

Division Chair Powell thanked him for his service to the University.

**B. Berkeley Division Chair Robert Powell**

Division Chair Powell provided an update on three major Senate concerns:

- Free speech: The campus has dealt with violence or threats in two speaker events this year. New campus event management policies are being developed. Berkeley, as the home of free speech, must uphold that principle.
- Spring 2016 Senate Resolution: The Senate has participated in the development of new SVSH procedures and policies and will appoint a faculty peer review committee. These actions, it is felt, satisfy the spirit of the 'sense of the Senate' vote on the resolution at the spring 2016 Division meeting.
- Intercollegiate athletics (IA): The Task Force on Intercollegiate Athletics (TFIA), co-chaired by the Division chair and a UC Berkeley Foundation trustee, has been charged with identifying a financially sustainable model for IA. In his role as Division chair, Professor Powell reported on IA's continued deficit.

**C. ASUC Academic Affairs Vice President Frances McGinley**

ASUC Vice President McGinley enumerated ASUC's prime concerns this year, issues which deeply affect student academic success:

- Assistance is needed in solving the affordable student housing shortage.
- Strengthening of safety net programs for food and housing is also urgently needed.
- Faculty are asked to support and accommodate students personally affected by the negative political rhetoric of these times.

Vice President McGinley apologized for the gaps in student representation and attendance on Senate committees this year, but assured the Senate they are working to improve student participation next year.

**IV. Special Orders-Consent Calendar**

*For proposed legislative amendments, **additions** to the current text are noted by an underline; **deletions** to the current text are noted by a strikethrough line. Per Division bylaws the consent calendar is approved in the absence of a quorum.*

The Committee on Rules and Elections reviewed the following legislation and found the proposed amendments to be consonant with Berkeley Division bylaws and regulations. Divisional Council approved the proposed amendments.

A. **Proposed amendments to Berkeley Division Bylaw 32 governing the Committee on Computing and Communications**

Divisional Council proposes amendments to Berkeley Division Bylaw 32 to update the committee's name and charge.

**32. Computing and Communications Information Technology** (Am. 4.22.03, [date])

A. **Membership**

This Committee consists of at least ~~nine~~ six Senate members; and at least two student members; and the Associate Vice Chancellor for Information Technology and Chief Information Officer, *ex officio*, as a non-voting member.<sup>12</sup>

B. **Duties**

- ~~1.—Advises the Chancellor and the Division on all matters relating to utilization and integration of computers, information systems, and electronic communications facilities into academic programs, including policy matters pertaining to computer and communications facilities;~~
- ~~2.—Represents the Division and its Faculties in all matters of policy concerning computers, computing, data, and telecommunications facilities;~~
- ~~3.—Submits recommendations for the improvement of facilities in all three areas.~~
- ~~4.—It is specifically charged to:~~
  - ~~•—Review faculty and student use of computing and communications facilities for instruction and research;~~
  - ~~•—Recommend ways to improve the functioning of computing and communications facilities to meet faculty and student needs; and~~
  - ~~• Participate in long-range planning for communications computer use and development.~~
- The committee reviews policies, practices, and proposals and makes recommendations, to the Division and to the Administration through Divisional Council, regarding the development and management of information technology for instruction and research.
- It advises the Division and the Administration on the acquisition, utilization, and security of computers, information systems, and electronic communications, and related facilities and resources.

B. **Proposed withdrawal of Berkeley Division Bylaw 43 governing the Committee on Student Affairs**

Divisional Council proposes to withdraw Berkeley Division Bylaw 43. The proposal to establish the Undergraduate Council in fall 2014 called for the duties of the Committee on Student Affairs to be subsumed by the Undergraduate



Council. The Committee on Committees has made no appointments to Student Affairs since 2014.

~~43. STUDENT AFFAIRS (Am. 10.25.94, 10.19.00)~~

~~A. Membership~~

~~This Committee has at least four Senate members, the President of the Associated Students of the University of California (Berkeley), *ex officio*, one graduate student, and one undergraduate student.~~

~~B. Duties~~

~~This Committee shall act as a forum for the exchange of views among faculty, students and administrators in order to enhance the quality of student life, thereby strengthening the campus community. Accordingly, this Committee shall address issues pertaining to social welfare (e.g., health, safety), intellectual growth (e.g. academic support), and ethical development (e.g., community service, student and faculty conduct.)~~

C. **Proposed amendments to Berkeley Division Bylaw 47 (Undergraduate Council) and 30 (Committee on Academic Planning and Resource Allocation), and withdrawal of Berkeley Division Bylaw 36 (Committee on Educational Policy)**

Divisional Council (DIVCO) proposes to merge the Committee on Educational Policy (CEP) and Undergraduate Council (UGC) into one larger committee that serves as the Senate voice on undergraduate issues and as a counterpart to Graduate Council. The set of issues facing undergraduate education will be better addressed by a single, larger committee that has undergraduate education and policy as its focus. The portfolio of the new UGC would combine the existing duties of the two committees, bringing academic program reviews back together with the rest of the responsibilities currently with CEP, as well as co-curricular issues associated with the undergraduate experience. DIVCO is also proposing to better align the membership of the ASUC leadership with the charge of the relevant Senate committees by having the ASUC President serve *ex-officio* on the Committee on Academic Planning and Resource Allocation, and the Academic Affairs Vice President serve *ex-officio* on the Undergraduate Council.

~~36. EDUCATIONAL POLICY (Am. 4.25.02, 4.29.04, 4.19.07)~~

~~A. Membership~~

~~This Committee consists of at least twelve Senate members and three student members.~~

~~B. Duties~~

- ~~• Considers and reports upon matters involving questions of educational policy;~~
- ~~• Initiates proposals involving questions of educational policy;~~
- ~~• Advises the Division in all matters relating to educational policy, including significant changes in the allocation of campus resources;~~
- ~~• Makes recommendations to the Divisional Council on the establishment and disestablishment of curricula, colleges, schools, departments, institutes, bureaus and the like (See~~

~~Regulation 300. American Cultures Breadth Requirement)  
(CC. 4.89); and~~

- ~~• Participates in campus program review of academic departments and units, paying special attention to matters involving undergraduate education.~~

47. **UNDERGRADUATE COUNCIL** (En. 10.29.14, Am. [date])

**A. Membership**

This Committee consists of at least twelve Senate members, including a chair and vice chair, the Vice President of for Academic Affairs of the Associated Students of the University of California (Berkeley), ex officio, and at least two undergraduate student members. The Chair of the Committee on Undergraduate Scholarships, Honors, and Financial Aid ~~and a Senate member of the Committee on Educational Policy~~ are is an *ex officio* members of this Committee.

**B. Duties**

- Considers and reports upon matters involving questions of undergraduate education
- Advises the Senate on matters related to undergraduate curriculum development.
- Initiates proposals involving questions of undergraduate educational policy
- Makes recommendations to the Divisional Council on the establishment and disestablishment of curricula, colleges, schools, departments, institutes, bureaus, and the like
- Participates in campus program review of academic departments and units and the majors they sponsor, paying special attention to matters involving undergraduate education
- ~~• Participates in the periodic review of undergraduate majors sponsored by departments and schools.~~
- Reviews proposals for new undergraduate majors and specializations.
- Advises the Senate on issues related to the quality of undergraduate student life, including residential living, mentorship and counseling, and health and wellness.
- Through the Committee on Undergraduate Scholarships, Honors, and Financial Aid, recommends to the Chancellor policies related to awarding undergraduate financial aid and scholarships, and setting criteria for the award of undergraduate honors.

30. **ACADEMIC PLANNING AND RESOURCE ALLOCATION** (Am. 9.91, 3.92, 4.24.08, 5.3.16, [date])

**A. Membership**

This Committee has at least twelve members, including a Chair, a Vice Chair, at least six Senate members, and the following four *ex officio* voting members: Vice Chair of the Divisional Council, Chair of the Library Committee, the ASUC Vice President for Academic Affairs of the Associated Students of the University of

California (Berkeley), and the Campus Affairs Vice President of the Graduate Assembly.<sup>4</sup>

**B. Duties**

1. Confers with and advises the Chancellor on policy regarding academic and physical planning, budget, and resource allocation, both annual and long range.
2. Initiates studies in planning and budget matters, and if necessary to accomplish the study, authorizes establishment of ad hoc committees.
3. Maintains liaison with other Committees of the Division on matters relating to budget and planning.
4. Reports regularly to the Divisional Council and to the Division.

**D. Proposed amendments to Berkeley Division Regulation A230: Special Studies**

Divisional Council proposes to slightly amend Berkeley Division Regulation A230 on Special Studies, specifically to include the course number 197 in the single term limit for special studies credit.

This regulation has been updated and amended over the years, most recently in 2015 when the number 97 was officially added to the list of course numbers and to each of the subsequent sections as appropriate. However, the course number 197 is not included in section 4.3 on single term limitations for special studies units. Institutional memory recalls no reason for its exclusion, so we believe it is an unintentional omission and we propose to add it now. We note that section 5 allows deans to make exceptions as needed.

If approved, the Senate staff will instruct the programmer for the new SIS Campus Solutions Academic Progress Report tool (DARS replacement) to make the update.

**A230. SPECIAL STUDIES** (Am. 3.83, 4.84, 4.85, 2.87, 12.87, 11.7.12, 4.22.15, [date])

**A. Undergraduates**

**1. Credit**

Subject to conditions in sections 3 and 4, a student may earn credit for supervised independent study of topics of the student's own selection, or a group of students may earn credit for an organized cooperative study of topics of their own choosing. Such study will receive faculty advice on topics or methods of study.

**2. Course Numbers (EC. 4.22.15)**

- The number 97 is reserved for Field Studies Courses at the lower-division level.
- The number 98 is reserved for Organized Group Study at the lower-division level.
- The number 99 is reserved for Supervised Independent Study at the lower-division level by academically superior undergraduate students, who are to be defined by each department, or

equivalent. This definition includes, as a necessary part, a grade-point average of at least 3.3. (Eff. Spring 1985)

- The number 197 is reserved for Field Studies Courses at the upper-division level. (En. 3.83)
- The number 198 is reserved for Organized Group Study at the upper-division level.
- The number 199 is reserved for Supervised Independent Study at the upper-division level.

### 3. **Approvals**

1. Each student enrolled in a lower-division Independent Study course (99) must have prior consent of the instructor who is to supervise the study.
  - Approval by the Chair of the Department (or equivalent) must be obtained on the basis of a written proposal that specifies nature of the study, number of units to be credited, and the basis for grading. (En. 4.84)
2. A written proposal for each Field Studies Course (97 or 197), signed by the faculty sponsor, must receive approval by the Chair of the Department.
3. Each section of an Organized Group Study Course (98 or 198) must receive approval by the Chair of the Department (or equivalent) based on a written proposal submitted by the instructor who is to supervise the course that describes the matter to be studied, the methods of instruction, the number of units to be credited, and methods of evaluation of student performance. (EC. 4.88, 00, 4.22.15)
  - A copy of the approved proposal must be submitted for information to the Committee on Courses of Instruction.
4. Each student enrolled in an Independent Study course (199) must have prior consent of the instructor who is to supervise the study and of the student's major advisor.
  - Approval by the Chair of the Department (or equivalent) must be obtained on the basis of a written proposal that specifies the nature of the study, the number of units to be credited, and the basis for grading.

### 4. **Limitations**

1. The formal description of a 99 Course must explicitly state the qualifications for student admission. (En. 4.84)

2. Students enrolled in 197, 198, and 199 courses must be in good academic standing (2.00 grade-point average or better).
3. Credit for 97, 98, 99, 197, 198, and 199 courses in a single term may aggregate no more than four units.
4. Only a grade of Passed or Not Passed is to be assigned in 97, 98, 99, 197, 198, and 199 courses.
5. Subject to approval by the Committee on Courses of Instruction, a Department may impose additional limitations on 97, 98, 99, 197, 198, and 199 courses.
6. No more than a total of 16 units of courses numbered 97, 98, 99, 197, 198, and 199 may be used to meet the requirements for a Bachelor's degree.

**5. Exceptions**

The Dean of the student's College or School may authorize exceptions to Limitations 2, 3, 4, and 6.

**E. Proposed amendments to Berkeley Division Regulation A 291: Senior Residence**

Divisional Council proposes to amend Berkeley Division Regulation (BDR) A291 on Senior Residence, with the intention of simplifying its application toward systemwide courses, and adding Berkeley Abroad to the list of programs that trigger "modified senior residency." Approval of the proposed revision to systemwide Senate Regulation 630 to add the new UC NRS course to the list of systemwide courses will require UCB to update its divisional regulation on senior residence, which lists the systemwide courses and special circumstances pertaining to them. To avoid having to update BDR A291 every time a new systemwide course is approved, we propose that BDR A291 should simply reference the systemwide Senate regulation enumerating them. Further, we learned that not all schools and colleges require that students obtain permission to enroll in a systemwide program or course, or in Berkeley Abroad programs, so that language was slightly modified.

**A291. SENIOR RESIDENCE (Am. 4.25.02, [date])**

- A. After 90 units toward the Bachelor's Degree have been completed, the remaining units must meet the following residence requirement (except as otherwise provided in this Section and SR 614):
  1. At least 24 of the remaining units must be completed in residence in the College or School in which the degree is to be taken.
  2. These units must be completed in at least two semesters (the semester in which the 90 units are exceeded, plus at least one additional semester).
  3. A Summer Session can be credited as a semester in residence if the number of successfully completed units is greater than, or equal to, the minimum number of units required for a semester of residence. (En. 3.85)

4. ~~A~~ ~~S~~students enrolled in the Education Abroad Program a systemwide program or course (see SR 630) or in Berkeley Abroad programs may be permitted to satisfy the residence requirement by completing 24 units in residence in the College or School in which the degree is to be taken, after the student has already completed 60 units. At least 12 of these 24 units must be completed after the student has already completed 90 units. For this option, Students may be required to obtain approval from the department concerned and the dean of the college or school prior to enrollment in the Education Abroad Program must be obtained from the department concerned and the Dean of the student's College or School one of these courses or programs.
  
5. ~~Students enrolled in the UC-Berkeley Washington, D.C. (UCDC) program may be permitted to satisfy the residence requirement by completing 24 units in residence in the College or School in which the degree is to be taken, after the student has already completed 60 units. At least 12 of these 24 units must be completed after the student has already completed 90 units. For this option, approval prior to enrollment in the UCDC program must be obtained from the department concerned and the Dean of the student's College or School. (En. 4.25.02)~~

**ACTION:** The Consent Calendar was approved as presented.

**V. Reports of Special Committees**

None

**VI. Reports of Standing Committees**

**A. Committee on Faculty Awards (FAC) (Enclosure 2)**

The Committee on Faculty Awards report detailed the committee's activities this past year, including divisional awards and nominations put forth for other awards.

**B. Committee on Faculty Research Lecture (Enclosure 3)**

The committee nominated two faculty research lecturers, who will present next year: Professor William Dietrich (Earth and Planetary Science) and Professor Victoria Kahn, (English/Comparative Literature).

**C. Committee on Rules and Elections**

Professor Daniel Melia, Division secretary and chair of the Committee on Rules and Elections, announced the results of the Divisional election this spring. There were 443 valid ballots cast.

The following Senate members were elected as At-Large Members to the Divisional Council:

Mark Richards, Earth & Planetary Science  
R. Jay Wallace, Philosophy  
Victoria Frede-Montemayor, History

Senate members elected to the Committee on Committees of the Berkeley Division:

Candace Yano, IEOR/Business Administration  
Karl Britto, French/Comparative Literature  
Lin He, Molecular & Cell Biology  
Ula Taylor, African American Studies

Secretary Melia thanked all those who ran in the election.

**VII. Petitions of Students**

None

**VIII. Unfinished Business**

None

**IX. University and Faculty Welfare**

**A. Overview of the research administration pilot project (Handout A)**

Vice Chancellor for Research (VCR) Paul Alivisatos presented an update on improving research administration and supporting campus research.

Last fall, six research themes were selected for development. A collaboration with the Office of the Vice Chancellor for Undergraduate Education has resulted in new insights about how transformative research can be for undergraduate students. Students want more research opportunities, and Berkeley can be a leader in responding to that need.

Three efforts underway to improve research administration were summarized in a PowerPoint presentation:

- Process improvements have been identified through an end-to-end research review and more efficient systems are being developed to aid researchers.
- Regional service centers are being established with a model based on the Engineering Research Support Organization (ERSO), which received the highest level of satisfaction among the faculty surveyed. (The survey will be made available on the research webpage.) A pilot service center will be developed, probably this fall, in mathematical and physical science, and chemistry, led by Associate Dean for Research Administration Ronald Cohen.
- VCR Alivisatos encouraged faculty to create a more positive climate during this stressful period of change, and to show staff that their contributions are appreciated and valuable to the research enterprise.

**B. Update on the Berkeley campus budget**

Interim Executive Vice Chancellor and Provost (EVCP) and Chancellor-designate Carol Christ reviewed her year as interim provost.

- Campus finances: The campus must take multiple approaches to develop a new and sustainable financial model. Revenue sources are being diversified. The Incentives Working Group will soon release its recommendations. The report will be reviewed by the Senate, and will be made available on the provost's website.
- Revenue sources: Potential for new revenue generation is being explored, particularly in areas where campus has more control or flexibility over

revenues, or can more quickly implement new revenue streams. Potential for expansion is being considered in these areas:

- University Extension and Summer Sessions.
  - Self-supporting graduate degree programs.
  - Research funding.
  - Entrepreneurship.
  - Real estate.
  - Philanthropy: two priorities are for additional faculty and improving graduate student funding.
- 2017-18 budget process: The campus has reduced its deficit from \$150M to \$110M as mandated by UCOP, but still has a \$57M target to meet next year. A new budget process has been developed. Academic units have been given targets of 6% on their base budgets, but instructional funding has been protected. Some nonacademic units have been given larger targets and senior management will forego a 3% salary increase this year.

Some comments made in open discussion include the following:

- In response to a question, EVCP Christ noted that no decisions will be made on the intercollegiate athletics budget, pending the TFIA report.
- Investment in developing programs that serve non-matriculating students diverts energy from Berkeley's core mission.
- The faculty can support budget planning by communicating to senior leadership about your priorities as a faculty member, what works, and what should change.

In closing, Interim EVCP Christ expressed confidence that Berkeley will survive these challenges.

## X. New Business

### A. Resolution for faculty participation in shared governance

Professor Anant Sahai (EECS) was recognized. He proposed an item of new business as follows.

**MAIN MOTION:** Professor Sahai moved (and was seconded) that:

*Whereas*, Our campus mission is teaching, research, and service with the only role of the administration being to support the students and faculty in performing that mission;

*Whereas*, Administrative staff are not just entries in a spreadsheet --- they work hard supporting the campus and presumably understand as individuals what they themselves are doing and why;

*Whereas*, Purely individual level understandings of this work are not enough since all well-functioning organizations need to collectively understand what each piece is doing and why;

*Whereas*, There have been recent allegations of waste at the UCOP level and campus level analyses indicating that central campus administrative spending has grown disproportionately in recent years at Berkeley, as well as being significantly out of line with peer institutions;



*Whereas*, Managing an enterprise of the size and scope of UC Berkeley is a seemingly impossible task given its accreted web of administrative structures;

*Whereas*, It is possible to draw upon the vast knowledge and expertise of the UC Berkeley faculty to help reorient the administrative structures to better align with the core missions of the campus, with an aim of cooperating with campus leadership to place the campus on much firmer financial ground;

*Be it therefore RESOLVED that:*

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2. The Senate leadership (with guidance from CAPRA) shall request from the administration such information as deemed necessary to understand in some detail what services central campus provides, how those services support the core mission of campus, and how the provision of those services maps directly and indirectly to the campus organizational chart and budget. To the extent that any information is requested from central campus employees themselves, those employees shall also be provided the opportunity to give suggestions for how their work could be made more efficient and more supportive of the core mission. To the extent possible, the choice of information requested should be minimally disruptive to staff morale or the efficient administration of the campus, while still allowing a strategic understanding of what is being done and why.
3. Our fellow faculty are urged to volunteer to help examine these and other materials from CAPRA in the context of the core teaching, research, and service missions of the campus. The committee service credit and faculty volunteer selection to help CAPRA in this manner should be handled in a manner analogous to how CUSHFA leverages faculty volunteers for the Regents' and Chancellor's Scholars programs.
4. CAPRA, with the help of this group of evaluating faculty, shall produce a report for sharing with the campus that:
  - a. Explains in some detail the services being provided to students and the faculty by central campus, explains why/whether each service is essential, and provides approximate costs in terms of staff salaries and other direct expenses.
  - b. Recommends how these resources, if justified, could be better deployed to support our core missions of teaching, research and service.

**Discussion:**

This was described as a friendly proposal to engage faculty expertise and experience through CAPRA, and to work cooperatively with the administration for solutions that benefit the campus.

Division Chair Powell raised procedural concerns as meeting time was almost out. Because of the timing of receipt of the resolution, there was limited ability to accommodate this in the agenda. He offered three options: 1) calling the question; 2) extending the meeting; or 3) carrying the item over to the next Division meeting. A suggestion was made that CAPRA propose its own recommendations, for consideration at the next Division meeting, however, there was insufficient time to formalize an amendment.

It was determined that quorum had been lost, so no action could be taken at this time. The resolution would be carried over to the Fall 2017 Division meeting.

The meeting was adjourned at 5:05 p.m.

Daniel Melia  
Secretary, Berkeley Division

Handout A: Research Administration Improvement Project

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