DIVISIONAL SENATE ASSEMBLY
Minutes of the Meeting
Thursday, January 27, 2011, 3:30 p.m. – 5:00 p.m.
Academic Senate Conference Room, 338 Aldrich Hall

1. MEETING:
A regular meeting of the Irvine Divisional Senate Assembly was called to order by Chair Barbour at 3:30 p.m. on Thursday, January 27, 2011, at the Academic Senate Conference Room, 338 Aldrich Hall. Members of the Administrative staff and members of the University community were present.

2. MINUTES:
Chair Barbour noted that any corrections to the minutes may be sent to the Senate office for amendment.
Action: The minutes of December 2 were approved.

3. ANNOUNCEMENTS BY CHAIR ALAN BARBOUR:
- The 2010-11 Distinguished Faculty Awards, held on December 2, recognized an impressive group of awardees. However, the event was poorly attended possibly due to the timing of the event. The Senate plans to revise the ceremony for next year by starting at an earlier time such as 4:30 p.m. or 5:00 p.m. instead of 7:00 p.m. In addition, Chancellor Drake has agreed to fund a more substantial reception in recognition of the distinguished faculty.
- Facing a $50M+ budget reduction in state support, the campus will operate as a smaller institution. Faculty recruitment is underway as planned with 70 positions to be filled this year and 50 positions to be filled next year. It was observed that even with the hiring, the total number of faculty will still be fewer because of attrition, etc. Furlough is not being considered by the Office of the President at this time.
- The Budget Work Group, chaired by the Executive Vice Chancellor & Provost and with participation from the administration and Senate members, is tasked with providing recommendations on budget savings and revenue-generating measures. There is also input from the Academic Planning Group and various Senate councils and committees.
- At the systemwide level, the Special Committee for the Future of the UC will be presenting its recommendations of the Commission on the Future. Another Senate task force, of which Chair Barbour is a member, is working on the implementation of various recommendations from the Commission on the Future and the Special Committee. Two important issues are: 1) Trade-off between quality of academic programs versus access and affordability and 2) A single high stature University of California with multiple campuses versus several UC of different statures.
- A campuswide online survey will be conducted to gauge faculty opinion about these issues and the different options for moving forward with a substantially lower level of state support.
- The Master Plan to grant access to eligible California students is no longer being fulfilled. Some campuses such as Riverside are turning away applicants while other campuses over enroll to capture the fees.
- The venue for this Assembly meeting was changed from the UCI Medical Center to the Irvine campus because of the low number of Assembly representatives who responded that they would attend the meeting in Orange. There is the option of scheduling one of the Assembly meetings this year at the Medical Center in Orange.

4. ANNOUNCEMENTS BY DEAN CLAYMAN:
Dean Clayman and Associate Dean Wapner provided an update on the School of Medicine (SOM)’s finances.
- Since his appointment as Dean of the School of Medicine in March 2009, Dean Clayman has focused on reducing the school’s annual budget deficit which was $36 million in the year prior to his assuming the Dean’s position. The deficit has been successfully reduced to $11M in 2010 and is expected to be reduced to $8M in 2011, $4M in 2012, and to be budget neutral by 2013.
- During this difficult financial time, the medical enterprise has managed to augment its revenues in several ways. First there has been an increase in the hospital volume; in the month of January average daily census was between 290-300 patients a day with an increase in operating room volume by 23%; hospital revenues increased by 8% in the first 6 months of this year. Philanthropy also increased with $70M generated over the last 2 years (with 5% return to the campus). At the same time, SOM is working on decreasing expenses by having faculty and staff increase clinical work by 10%, cut back on travel expenses, and reduce academic days away.

- Consulting firm ASPIRE was brought in at a cost of $2M to manage the School of Medicine and hospital’s problems in 2008. The complexity of the organization combined with decades of procedural problems led to large budget deficits, as noted. Due to some of the practices initiated by ASPIRE, a turnaround in SOM’s finances was initiated.

- Compensation data for 525 SOM faculty members is now available to establish a new compensation plan. The goal is to develop an equitable plan based on clinical work and work relative value units that align with compensation. Dean Clayman observed that in some departments, the Y component has been eliminated leaving the salary to be based on X, X prime and Z components, thereby making the relationship between salary and money earned more apparent. The new plan is expected to save money and incentivize faculty to contribute to the organization’s clinical mission, while generating additional funds to support teaching and some research.

- Hiring freeze is continued to be imposed except for clinical needs. Some positions have been consolidated or eliminated to control expenses.

- Positive accomplishments include contracts and grants which generated $51M in overhead for the campus, 29.5% increase in awards received over the last two years (July 2008 – June 2010), and 700,000 square feet in clinical, research and education space added in the last year and a half. The School of Medicine is ranked 47th in research funding (out of 146 research centers nationally).

- The U.S. News and World Report ranked ENT, Ob-Gyn and Urology among the top 50 programs in the country. The hospital is ranked among the top 68 (out of over 4000) hospitals in the country based on those 3 programs.

- SOM and the hospital function as one enterprise with the hospital providing upwards of 10-12% of SOM’s total budget to pay for services that the hospital purchases from SOM and to help support SOM’s teaching and research missions.

- In the last year, SOM and the hospital contracted with AMC Strategies to facilitate their strategic planning initiative. Based on the mission of Discover – Teach – Heal and the vision of being among the top 20 academic health centers, a full strategic plan consisting of 7 themes was developed last December. Of the 7 themes, 32 strategies with a funding request of $20M emerged. This level of funding is not available at present; however, several of the strategies are in the implementation phase and will be partly rolled out in April with just under $1M in funding. It is anticipated, that in the coming year, additional aspects of the strategic plan will be implemented as funds become available.

- Dean Clayman would very much like to host an upcoming Assembly meeting at the UCI Medical Center in Orange in the near future and hopes that at least one Assembly meeting every year can be held in Orange.

5. ANNOUNCEMENTS BY CHANCELLOR MICHAEL DRAKE:

Chancellor Drake made the following remarks in response to Dean Clayman’s report:

- SOM and the hospital were in crisis 5 years ago with the liver issue. A series of policies, procedures, and culture led to unaccountability. The Blue Ribbon panel recommended that 15 senior members be removed from the hospital because their programs were insufficiently protected to provide adequate care.

- Reviews held last summer observed a culture change. The hospital is ranked higher than ever with the best safe practices. In terms of revenues, it generates $2M per patient day per year.
The medical school also experienced real difficulties. Just 2 years ago, it was uncertain if the school would pass an accreditation visit from the Liaison Committee on Medical Education or be put on probation. At that point, Dean Clayman was brought in for his expertise in running the most successful department in the School, and for his passion, integrity, and commitment to excellence. The school received a 1-year extension for accreditation (standard is 5-7 years) and last year received a 6-year extension.

The medical school has been focusing on increasing the number of minority students and has increased the underrepresented student body to 21% which is the highest since proposition 209.

The medical school budget should be in balance. Investment in quality across the enterprise in addition to the alignment of incentives and compensation will help close the deficit. There has been great progress to this point in elevating the medical enterprise.

Chancellor Drake’s remarks on the budget are as follows:
- The Governor’s cut is deemed to be too great of a cut.
- The campus can withstand half of the cut. It has been operating with 500 persons less, $40M short and has saved more than $20M from the last budget reduction to defray some of the costs next year. Increasing efficiencies where possible can help bridge part of the budget gap.
- There is a general sense of optimism about the economy with the projected GDP growth expected to increase from 2% to 3.5%.
- The university continues its advocacy effort with the state legislature and focuses on repeating its message to the new Governor. It is very important for the tax increase initiative to pass and to have active support for the special-election ballot.
- The university is looking for alternative funding sources as the state has become an unreliable partner.

6. SPECIAL ORDERS – CONSENT CALENDAR

7. REPORTS OF SPECIAL COMMITTEES: None

8. REPORTS OF STANDING COMMITTEES:

Proposal to Establish the B.S. in Biology/Education

*Issue:* The Council on Educational Policy reviewed and unanimously approved a proposal from the School of Biological Sciences to establish the B.S. in Biology/Education effective Fall 2011. Students will be able to earn a bachelor’s degree with an education component and a secondary teaching certification in four years.

*Discussion:* In December 2007, UC Irvine received a $2.4M grant from the National Science and Math Initiative Foundation to develop programs that would address the critical shortage of qualified math and science teachers in California. These programs were to replicate curricula from a successful program developed at the University of Texas. The School of Biological Sciences has developed a B.S. in Biology/Education to accommodate the new teacher certification program. After completing the concentration and by satisfying some additional state requirements, students can be hired as teachers upon graduation. It was noted that the School of Physical Sciences has developed comparable degrees for their students.

*Action:* The Divisional Senate Assembly approved the proposal to establish the B.S. in Biology/Education [23 in favor, 1 opposed].

Proposed Revision of IR 520, General Education Requirement, and Removal of Category IX, Laboratory or Performance, from the General Education Requirements

*Issue:* The CEP has been conducting a review of General Education, both as a part of WASC mandated assessment efforts and in response to a recommendation from the Task Force on Curricular Alternatives. In the course of this review, the CEP voted unanimously at its January 2010 meeting to
remove Category IX, Laboratory or Performance, from the General Education requirements. This would entail the removal of Category IX from the Catalogue and revision of Irvine Regulation 520. General Education Requirement.

Discussion:
- The proposal was presented at the December 2 Assembly meeting but voting was deferred until this meeting to allow faculty in the School of the Arts additional time to review the proposal. Representatives from the School of the Arts faculty expressed that their concerns have been addressed.
- As the description of the requirement has been broadened beyond the original intent, CEP felt that the requirement no longer functions as a specific part of General Education. The lack of specificity has led to a situation in which all students, with the exception of Humanities majors, are able to complete this requirement with courses that are already required as part of their major requirements. The main issue is not enrollment but rather an educational prerogative to strengthen General Education. CEP anticipates no impact on students and students will have the option to use the new requirements listed in the latest catalogue.

Action: The Divisional Senate Assembly approved the Proposed Revision of IR 520, General Education Requirement, and Removal of Category IX, Laboratory or Performance [20 in favor, 4 opposed].

8. PETITIONS OF STUDENTS: None

9. UNFINISHED BUSINESS: None

10. REPORTS OR COMMENTS ON UNIVERSITY AND FACULTY WELFARE: None

11. NEW BUSINESS:
- CEP Chair Dennin announced that another revision of the General Education requirements will be presented to the March 17 Assembly meeting.
- CEP and the Subcommittee on Courses have developed and approved policies for online course approval. The policies and guidelines are posted on CEP’s website.

12. ROLL CALL: Attendance Sheet

ADJOURNMENT: The meeting was adjourned at 5:00 p.m.

Thao Nguyen
Academic Senate, Irvine Division

Attest: Craig Martens, Chair-Elect