

ACADEMIC ASSEMBLY COUNCIL AGENDA

August 13, 2019

9-3pm

UC ANR Building, Sacramento Valley Room
Davis, CA

I. Begin Business Meeting

A. Roll Call

President Katherine Soule, President-Elect Van Butsic, Past President Jim Downer, Secretary Tunyalee Martin, Personnel Committee Chair Steven Worker, Personnel Committee Member John Roncoroni, Program Committee Chair Jennifer Heguy, Program Council Liaison Chris Greer, Welfare & Benefits Committee Member Rebecca Ozeran, Academic Coordinator representative Gemma Miner, Advisor Representative Chair George Zhuang, Advisor Representative Past Chair Betsy Karle, Multiple Academic Titles Chair Karina Diaz-Rios via Zoom. UC Riverside Specialist Representative Chair Mark Hoddle
Guests: Mark Bell, Mark Lagrimini, and Wendy Powers.

B. Approval of Previous Minutes

Approved with Jennifer Heguy's clarification added.

II. Reports

A. President (Soule)

i) UCOP Statewide Working Group on Academic Privileges

ii) Assembly lacking trust with ANR leadership. There's a lack of two-way communication. Organizational change is top-down

***Collect the rough number of people we've gotten input from this quarter (that it's not just the same small number of folks expressing need for change all the time)

***Suggestion of solutions proposed open letter to Janet and Regents, vote of no confidence?

- People are concerned about repercussions or felt they were retaliated against and so don't voice their concerns. Glenda asked about lack of communications with County Directors (several county directorss didn't feel comfortable at the meeting, but did contact Katherine for her to share their concerns).
- People not sure why got negative letters on merit/promotion
- Climate survey John Fox working wants to work with AAC: volunteers: Chris, Rebecca, Tunyalee, Van

B. President-Elect (Butsic)

i) Budget Update

No budget yet. Talked with Joni Rippee and Michelle Hammer Coffey. Anticipating a \$650 reduction. Travel grant requests will be due the last week in October with decisions 01 Dec.

III. Committee Reports

A. Rules & Elections (Soule for Dara)

Appointed two new advisors members. Program council liaison recruitment ongoing until mid-September and in October all nominations will go to Program Council.

B. Personnel (Worker)

- Membership: Oleg Daugovish rotating out. Need two more members.
- Peer Review and Personnel committee meeting tomorrow (14 Aug). Reviewed 30 ad hoc reviews and 10 negative Peer Review Committee reviews.

- Expectations by rank draft criteria for advisors: concern about amount of international experience expected; role as expert vs facilitator vs collaborator not well captured; would like an in-between level of promotion (between meets and acceleration to acknowledge when you've gone above and beyond); want clarity for steps; question about how ANR is setting up the four county admin-only county director to be successful if this is the new model?
 - Working to destress the dossier process through changes to the narrative, managing expectations, a better understanding of the 13/24 rule, a better understanding of accelerations, questions about step plateau, working with the peer review committee to advise on what can be done next year and what needs to be rolled out slowly.
- C. Program (Heguy)
 New member, Daniela Bruno, dairy advisor in Fresno. Becky Westerdahl rotated off.
 ***Hoddle will look into specialist interest in this committee. Duties include reviewing travel award applications, etc. Distinguished Service Awards about 12 hours of work; travel awards split in half by committee members so once per year.
- D. Welfare & Benefits (Rebecca)
 Working on voting chair. How to do sabbatical? webinar from responses to survey; tapping people who recently went on sabbatical to serve on panel. Plus Tina Jordan for Academic Personnel describing process and how she can help and 3 to 5 people talk about what they did and when they go and when during career they do it how long and what project, then lots of Q&A.
 ***drafting webinar agenda and will send to AAC
- E. Academic Coordinator (Gemma)
 Andy Lyons chair, Tunyalee Martin chair elect, Marisa Coyne second chair elect
- F. Specialist Reports
- UC Berkeley (Van for Jodi)
 - Different from faculty scale but moves up same as faculty. This year separation of specialist salaries from faculty salaries first time in 20 years. Also, increases happening at different times than faculty. Does ANR have a plan to restore parity? (trust, communication, change management); not much communication, change management: not sure if this will be addressed or same going forward. ***Will talk with Academic Senate colleagues
 - Step level of promotion now different from Berkeley policy with no communication that was going to happen and why this happened (full step without promotion UCB policy, but ANR did not agree to paying for full step) | specialists should have same opportunities that faculty do [lack of communication, change management]
 - UC Davis (Richard Blatchford and Roger Baldwin)
 - No report.
 - UC Riverside (Mark)
 - May be difficulty to advance as higher up in career since held to same standards as faculty even though don't have teaching assignments, etc. Perception that academics are secondary to campus faculty and lack of respect/knowledge by rest of University about specialist and advisor and academic coordinator work and value. See Berkeley report and handout
- G. Program Council Liaison (Chris)
 May, June, July meetings: primarily covering ANR leadership information sessions input, discussion on creative resource allocation: guiding principles when have limited resources on what's most important to fund, looked at budgets and gave recommendations on what's needed and what's a priority. In the past made recommendations on positions, grant funding, 5-year review for statewide programs. On Program Council: Wendy chair; Bell; Lagrimini;

executive/associate deans from Riverside, Davis, Berkeley, Vet school; Strategic Initiative leaders; AAC Program Council liaison.

H. Multiple Academic Titles (Karina):

- No postdoc discussion of alternative strategies | merit/promotion process not clear so requesting a description of the process for campus-based academics not on a Berkeley/Davis/Riverside campus that go through ANR
- Academic freedom of co-funded 5-term specialists: Want clarity if will have the option for indefinite status after 5 years. Since co-funded what will happen if one funder pulls out funding? Who is administrating 5-year position: campus or ANR? Need clarity on peer review. Should we check in to see if there are special issues with these kinds of specialists?
- Sent survey but no responses
- Karina received issues that came to her directly:
 - person concerned about retaliation if providing feedback about ANR leadership
***how to report retaliation: file a whistle blower complaint and retaliation or any other kind of retaliation (job in jeopardy, program funding or staff reduced, no advancement → these things should go to through the whistleblower number) can do it anonymously but don't know the resolution or people can't ask more questions to clarify (if Wendy or Glenda...these cases go back to UCOP).
- Paid family leave policy equivalent for senate faculty (6 weeks of paid leave). ***connect with Rebecca and Welfare Committee plus Staff Assembly also wants similar things so could work together on this
- Report format that all committees follow? → what's the issue and how was it resolved: what category (trust, change) and type in their concerns

J. Advisor committee:

- Morale low especially after merit/promotion: conflict between Peer Review Committee recommendation and administration decision (positive from Peer Review Committee but rejected from administration): want more defined expectations within ranks; advisors heard exit interviews are not being held with all academics leaving. ***can John Fox provide feedback from exit interviews?
- No more advance accounts to fund the project in between when grant funding comes in and the work needs to get done (senior advisors can use various donors accounts, but newer advisors don't always have the money to fund). Check with Contracts and Grants to see if can provide more information for how to do that.
- ANR budget concerns
- Required to do more with less: Glenda made it clear ANR can do less but expectations via merit/promotion don't match
- Lack of communication between ANR and County Directors about co-funded positions to make sure those positions will have enough support to be successful. Implemented top down and not asking who wants or can support these positions.
- Pools poor for hiring nonindefinite status advisor positions. Two-year contract review so lack of job security. Can better leverage others support of advisor positions but improve job security?
- Advisors sponsored need two successful merit/promotions in order to keep sponsorship, but some advisors don't have 4 years. How to lessen the time before green card? Important to tell the candidates the policy before hiring. If want to do themselves, ANR will provide some support.

- If hired Oct 1, get 2 years for first review. Sept 1 hire, first review is 25 months. August 1, could also go over the 13 month review instead of 2+ year review. In first appointment a minimum of 24 months change to review period. Policy must have min of 24 months?
- Funding development services but little to no success and stopped hiring advisors
- Leadership is not well engaged with elected officials, but pressuring academics to do fund raising. Perception is that leadership is passing this duty along to academics
- Reduction in funding for community education specialists, so reducing programming to diverse audiences

IV. Planning for Meeting with Leadership

- Lack of trust (missing accountability?): evaluation of leadership structure and effectiveness. Present on behalf to ANR Governing Council and Program Council as well as Janet. Address unresolved budget questions. What are Wendy, Mark, and Mark's core values?
- Governance/change management: Clarify role of AAC in resolving issues; position description for leadership; AAC brings top issues to discuss indepth
- Lack of communication: no consultation or if consultation, not listening: share leadership/decision-making model; share successes, intentions, and motivations | validate fears and concerns (even if things will not change)

V. Lunch with Leadership

List is not prioritized

Overall goal of this conversation is to improve morale

- Leadership recognizes there is a morale problem and they spend time looking at ways to improve
- Realigning expectations that were too high (for acceleration)
- Even under corridor model budget would still fall short (\$5 million and if aligned properly would've gotten 3.2 million): but \$2.2 million from UCOP
- 6-year co-funded positions are now at the end of 6 years and now 100% on ANR budget.
- Found \$1 million in administrative efficiencies
- Rest of shortfall from reserves and this is the last year it would be good to take funds from reserve
- What's the plan: stepping up on communicating impacts at all levels (leadership, local, etc.)
 - funds development team with goal of raising several million per year and endowments
 - 63% increase in competitive grants within ANR
 - continuing shared positions (turning 5-year cofunded positions into evergreen contracts so that a year is continually added to the end 5-year contract)
 - working towards patent revenue
 - increasing cost recovery
 - part of ballot coming up for University and ANR is a part of that
 - \$32 million goal listed as part of the strategic plan (donations and capitol)
- ***Evaluation of current administrative structure and effectiveness
- ***Budget progress/answering questions/sharing successes: for example, filled 6 presidential endowments (\$1 million per position): shared via ANR Report and [Strategic Plan Accomplishments](#).
- ***Proposed by Wendy: Wendy Mark Mark liaison to AAC committees and meet regularly with the chairs. Katherine will follow up with Wendy this week.
- ***Clarify AAC role to the Assembly together with ANR leadership team
 - Improve engagement with Assembly

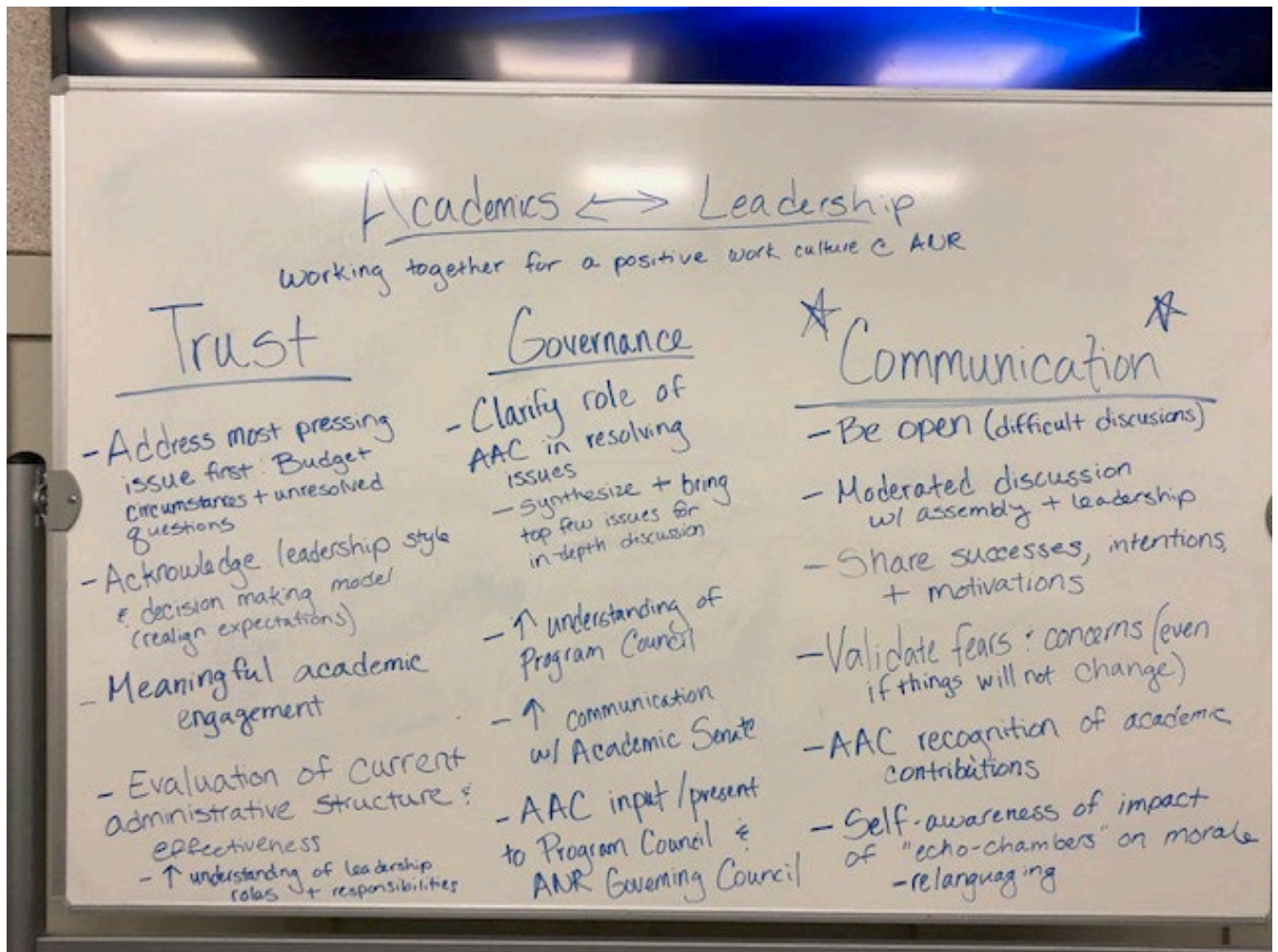
VI. Group Discussions

- A. Other Business:
 - i. Climate Survey (John Fox)
 - ii. Connecting with SI (Mark L.)

VII. Discussion with UC ANR Leadership
VIII. Adjourn

Next Meeting: November 5, 2019 from 9–3pm in Davis

Account Number for Travel Expenses: L/AAC62GF-AA7X1



Academics ↔ Leadership

working together for a positive work culture @ ANR

Trust

⊖ Address most pressing issue first: Budget circumstances + unresolved questions

- Acknowledge leadership style & decision making model (realign expectations)

- Meaningful academic engagement

⊖ Evaluation of current administrative structure & effectiveness

- ↑ understanding of leadership roles + responsibilities

Governance

= Clarify role of AAC in resolving issues

- Synthesize + bring top few issues for in-depth discussion

* Leadership Liaison to AAC

- ↑ understanding of Program Council

- ↑ communication w/ Academic Senate

- AAC input/present to Program Council & ANR Governing Council

Communication

- Be open (difficult discussions)

- Moderated discussion w/ assembly + leadership

⊖ Share successes, intentions + motivations

- Validate fears + concerns (even if things will not change)

- AAC recognition of academic contributions

- Self-awareness of impact of "echo-chambers" on morale
- re-linguaging