Annual Report: Academic Year 2007-08
Davis Division: Academic Senate

Committee on Planning & Budget

<table>
<thead>
<tr>
<th>Total Meetings: 21</th>
<th>Meeting frequency: biweekly and as needed</th>
<th>Average hours of committee work each week: members: 5 hrs/week. Chair: 5-8 hrs/week</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total proposals/items reviewed: 71 (TOEs-4, POPs-5, Endowments-12, other-42)</td>
<td>Total deferred proposals from the previous year: one</td>
<td>Total proposals deferred to the coming academic year: none</td>
</tr>
</tbody>
</table>

**Listing of bylaw changes proposed:** none

**Listing of committee policies established or revised:** none

**Issues considered by the committee:** see Committee’s Narrative below.

**Recommended procedural or policy changes for the coming year, or general carry-over items:**

- CPB would like to annually meet with School of Medicine faculty at the School of Medicine in Sacramento in order to foster better communication and reduce isolation between general campus and the Medical Center.
- CPB would like to invite the Internal Audit Services Director (http://internalaudit.ucdavis.edu/staff.html) to a CPB meeting and request supplemental information prior to meeting for review (CPB invited the Director Spring 2008, but no response was received).
- The Committee would like to hold the “Fall Retreat” with ORMP and the Provost early in the Fall Quarter instead of late in the Fall Quarter. Making this change will help facilitate an early dialogue with the Administration and improve the flow of campus information to the Committee, which will result in CPB’s ability to make more educated, strategic, and proactive planning decisions/feedback on review items.
- CPB reinforced their role of providing oversight (as opposed to reviewing small details) when considering planning & budget items. The Committee would like to carry this philosophy forward for the future years.
COMMITTEE’S NARRATIVE:

The Academic Senate Davis Division Planning and Budget Committee (CPB) considers matters regarding policy on academic planning, budget, and resource allocations according to Davis Division Bylaw 48 (click here). Ann Orel, the Chair of CPB also served in three additional roles: 1) CPB’s representative to Representative Assembly, 2) member on Executive Council, and 3) member on the Provost’s Budget Task Force. CPB member Bruno Nachtergaele served as the Committee’s representative on the UC Systemwide Planning and Budget Committee (UCPB) and provided regular updates to the Committee. CPB consultant Bob Powell served on the Task Force on Transfer Student Admissions for CPB, which was an administrative task force formed by Fred Wood and Davis Division Academic Senate Chair Linda Bisson in order to address the impending shortage of freshmen and campus policy for the admission of transfer students. Regular updates regarding CPB’s Instructional Space Advisory Subcommittee’s (ISAS) business were provided by CPB member and ISAS Chair Jane-Ling Wang, and CPB member Zhi Ding served as the other CPB member on ISAS. Please see the Instructional Space Advisory Subcommittee’s annual report for details regarding the subcommittee’s business. Zhi Ding also served as the CPB representative on the Computing Facilities Committee and provided updates/discussion items for the Committee. For a more detailed account of the Committee’s discussion & actions, please request the information from the Academic Senate analyst in order to review the action items from each meeting.

This section outlines the Committee’s activity in 2007-2008 regarding the following review items:

I. GUESTS WHO ATTENDED CPB 2007-08 MEETINGS
II. ENDOWMENT, PARTNER OPPORTUNITY PROGRAM, AND TARGET OF EXCELLENCE PROPOSALS
III. REVIEW ITEMS FROM AS CHAIR AND/OR SYSTEMWIDE
IV. OTHER CONSIDERATIONS AND TOPICS OF DISCUSSION

I. GUESTS WHO ATTENDED CPB 2007-08 MEETINGS:

- Barbara Horwitz, Interim Provost and Executive Vice Chancellor
- Kelly Ratliff, Associate Vice Chancellor of Resource Management and Planning
- Karl Mohr, Assistant Vice Chancellor of Resource Management and Planning
- Bob Agee, Director of Budget & Planning of Resource Management and Planning
- Stan Nosek, Vice Chancellor of Administration
- Charles Lesher, Education Abroad Program Director
- Diane Adams, Education Abroad Program Associate Director
- Jana Katz-Bell, Assistant Dean, UCD Health System
- Ann Bonham, Executive Associate Dean, UCD Health System
- Barry Klein, Vice Chancellor, Office of Research
# II. Endowment, Partner Opportunity Program, and Target of Excellence Proposals

## Table 1: Endowment Proposals Reviewed (12 total)

<table>
<thead>
<tr>
<th>Endowment Proposals Reviewed (12)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Carry-over from 2006-07</strong></td>
</tr>
<tr>
<td>Gwendolyn Bridges Needham Endowed Chair in English Literature</td>
</tr>
<tr>
<td><strong>Endowments for 2007-08</strong></td>
</tr>
<tr>
<td>Gibbe Parsons Family Endowed Professorship in Pulmonary &amp; Critical Care Medicine</td>
</tr>
<tr>
<td>Sempra Energy Chair in Energy Efficiency (compared to Honda Endowment for New Mobility Studies (dated Feb. 2000))</td>
</tr>
<tr>
<td>Position Description Only: Barbara Jackson Chair in Orchestral Conducting</td>
</tr>
<tr>
<td>Position Description Only: Barbara Jackson Chair in Choral Conducting</td>
</tr>
<tr>
<td>Position Description Only: Robert Arneson Endowed Chair in Ceramic Sculpture</td>
</tr>
<tr>
<td>Blacutt-Underwood Endowed Professorship in Material Science</td>
</tr>
<tr>
<td>Warren and Leta Giedt Endowed Administrative Professorship</td>
</tr>
<tr>
<td>Gallagher Chair in Finance, Graduate School of Management</td>
</tr>
<tr>
<td>Robert &amp; Natalie Reid Dorn Endowed Chair on Infancy – Ag &amp; Environ. Sciences</td>
</tr>
<tr>
<td>Stephen Newberry Chair in Leadership - Graduate School of Management</td>
</tr>
<tr>
<td>Codman Radke Chair in Cancer Research – School of Medicine</td>
</tr>
<tr>
<td>Gwendolyn Bridges Needham Endowed Chair in English Literature</td>
</tr>
</tbody>
</table>

## Table 2: Partner Opportunity Program Proposals (3 reviewed; 1 cancelled)

<table>
<thead>
<tr>
<th>Partner Opportunity Program Proposals Reviewed (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reviewed (5):</strong></td>
</tr>
<tr>
<td>David Copp, Philosophy</td>
</tr>
<tr>
<td>Matthew Stratton, English</td>
</tr>
<tr>
<td>Benjamin Kilminster, Physics</td>
</tr>
<tr>
<td>Florin Despa, Pharmacology</td>
</tr>
<tr>
<td>Ilke Arslan, Chemical Engineering &amp; Material Science</td>
</tr>
<tr>
<td><strong>Cancelled, Not Reviewed (1):</strong></td>
</tr>
<tr>
<td>Jeffrey Blume, Department of Public Health Sciences</td>
</tr>
</tbody>
</table>
Table 3: Target of Excellence Proposals Reviewed (4 reviewed)

<table>
<thead>
<tr>
<th>Target of Excellence Proposals Reviewed (4)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christopher Murphy, Veterinary Medicine</td>
</tr>
<tr>
<td>Michael Carter, Agriculture &amp; Resource Economics</td>
</tr>
<tr>
<td>David J. Polzin, Veterinary Medicine: Medicine and Epidemiology</td>
</tr>
<tr>
<td>William J. Murphy: Department of Dermatology</td>
</tr>
</tbody>
</table>

III. REVIEW ITEMS FROM AS CHAIR AND/OR SYSTEMWIDE

1. Amendment Senate Regulation 750 & APM 410: Role of Graduate Student in University Instruction
2. Policy and Procedure Manual 280-15: Campus Student Fees & Elections
3. Policy and Procedure Manual 280-20: Voluntary Student Fees
4. 10-Year Organized Research Unit Review: Bodega Marine Lab
5. Academic Personnel Manual 710, 711, and 080
6. BOARS UC Freshman Eligibility Revised & Final Proposals (Davis Division & Systemwide)
7. UC Systemwide Planning and Budget: Expenditure Report (Draft)
8. Betty Irene Moore School of Nursing (SON) Revised & Final Proposals, the following related documents:
   a. SON: 5 Year Perspective
   b. SON: Assoc. Vice Chancellor Advertisement
   c. Betty Irene Moore School of Nursing: Strategic Fronts document
   d. UCD Academic Senate Divisional Response
9. Report of the UC Joint Ad Hoc Committee on International Education
10. Proposed Information Technology Road Map
11. Quarter Abroad Name Change Request
12. Report Review: Regents Task Force on Diversity
13. Education Abroad Program (EAP), including the following documents:
   a. Financial Review of UC Study Abroad and Impacts
   b. Report of the UC Joint Ad Hoc Committee on International Education
14. Animal Science Name Change Request
15. Proposed California Legislation- Senate Regulation 18-UC Study Abroad Programs
16. Air Quality Research Center (Organized Research Center 3-Year Review) other Organized Research Unit financial information from Barry Klein
17. Senior Management Group (SMG) 0108 Policy Amendment Proposal-Systemwide Review
18. Draft UC Davis Organized Research Unit Policy
19. Creating a UC Cyber Infrastructure Report Review
20. Proposal to Amend Senate Bylaw 140- UC Affirmative Action & Diversity Name
21. Proposal to Change the Name of a Major: Electronic Materials Engineering
22. Privilege & Tenure Cost Analysis from Campus Counsel
23. Academic Council Statement on the Faculty Salary Plan
24. Allocating Net Fee Income Received as Owner of LLCs Managing DOE National Laboratories
25. UC Office of the President Construction
26. UC Davis Construction Engineering and Management Minor Program
27. Policy and Procedure Manual 200-45 Review via SmartSite

28. State Budget situation, which included the following documents/information (see attached letter from CPB to Interim Provost Horwitz, dated 6/25/08 for final comments):
   a. ORMP Analysis: School, College & Division Budget Reduction Plan (Part 1 of 3)
   b. ORMP Analysis: Administrative Units Budget Reduction Plan (Part 2 of 3)
   c. ORMP Comprehensive Summary of Budget Reduction Plan (Part 3 of 3)
   d. Administrative Growth Draft Task Force Report
   e. Administrative Growth PDF Packet
   f. Indirect Cost Returns Data
   g. Self-Supporting Activities: Assessment, Rate Increases, and Budget Plans for 2008-09
   h. Article 1: recommended by Chair Bisson: The Spending Side of the Equation
      http://insidehighered.com/news/2008/05/01/spending
   i. Budget Update from Interim Provost Hinshaw
   j. Incoming UC Pres. Yudof re: OCP/budget/public trust
      http://www.dateline.ucdavis.edu/dl_detail.lasso?id=10312&fu=050208
   k. Regents PowerPoint Presentation and Statements regarding State Budget
   l. Various information from ORMP, such as UC Davis Trends, Campus Budget Planning Framework for 08-09, 06-07 Current Funds Expenditures by Department (AKA “Davis Financial Schedules”), etc.
   n. Budgetary Task Force Report (draft and final) Budget Press Release from Governor
      (dated 1/10/2008)

IV. OTHER CONSIDERATIONS AND TOPICS OF DISCUSSION:

1. Held a discussion regarding enrollment planning with AVC Ratliff and Interim Provost Horwitz; CPB reviewed Long-Range Enrollment Planning Scenarios and Ladder Faculty in Upper Age Brackets. CPB favored the 35% LRDP scenario in order to maintain the entrepreneurial and ambitious spirit of the University, while recognizing that 35% may not be completely realistic, but offers the most flexibility for growth and resources.

2. Hosted the annual Provost/Office of Resource Management & Planning/Committee Planning & Budget Retreat with Interim Provost Horwitz, VC Meyer, and AVC Ratliff. Some topics discussed were academic planning, the status and process of the Provost recruitment, the high cost of the sciences (start ups, overhead, etc), growth trends on the campus, the status of the Schools of Nursing and Public Health, the campus budget status for 2007-08, sick leave changes to APM 710, 711, 080, professional fees disparities (07-08 Student Fees at UCD Graduate Professional Degree Schools & Comparison Institutions), and faculty FTE trends from 1999-00 through 2007-08.

3. Reviewed the 2007-08 Call for Academic Personnel Advancement Actions, including Academic Senate and Academic Federation, from the Interim Vice Provost of Academic Personnel.

4. Reviewed and sent correspondence regarding the need for centralized funds to cover disability accommodations and TA benefits.

5. Reviewed the systemwide response to an examination of UC Davis administration of extramurally funded faculty salaries.

6. Reviewed the Education Abroad Program situation (both systemwide and UCD) with Charles Lesher, Director of EAP, and Diane Adams, Associate Director of EAP. Discussed the Report of the UC Joint Ad Hoc Committee on International Education and the Draft Summary Analysis of EAP's Budget Crisis. CPB agreed that additional information, careful planning, and complete analysis needed to take place in order to come up with a solution that would not destroy the program.

7. Chair Ann Orel met with UC President Dynes and discussed the process by which departments start out their budget in the red, the impact on budgets since funds now must be spent in the way they were intended, and the search process for the open Provost position.
8. Discussed the lack of transparency in the search process, the frustration with poor communication to the advisory search committee members, and displeasure with the ultimate decision to refrain from hiring a Provost.

9. Discussed the Organized Research Unit Proposal, Indirect Costs, ORPs, ORUs, General Budget, etc with Vice Chancellor Barry Klein, Office of Research.

10. Reviewed Financing the University - Part 13 by Charles Schwartz


12. Reviewed “Privilege & Tenure Cost Analysis from Campus Counsel” per the request of Executive Council in order to assess the cost of litigation and administrative decisions based on recommendations.

13. Reviewed the letter to the Regents from R. Blume regarding the Strategic Dynamics Response

14. Reviewed LA Times Article: Less to Bank on at State Universities
   http://www.latimes.com/news/local/la-me-compact7oct07,0,5052218,full.story?coll=la-home-center

Respectfully Submitted,

Ann Orel, Committee on Planning & Budget Chair

Bruno Nachtergaele (member), Jeannette Money (member), Zhi Ding (member), Michael Turelli (member), Jim MacLachlan (member), Jane-Ling Wang (member), James Boggan (member), Gail Finney (member), Chris van Kessel (member), Linda Bisson (advisor), Bob Powell (advisor), Chao-Yin Chen (Academic Federation Representative), and Diana Howard (Academic Senate Analyst)
June 25, 2008

BARBARA HORWITZ
Provost and Executive Vice Chancellor

Subject: Budget Reduction Plan Review

Dear Provost and Executive Vice Chancellor Horwitz:

The Committee on Planning & Budget has reviewed the data received from ORMP regarding the campus budget. After reviewing the data and proposed budgetary reduction plans, CPB has no confidence in the philosophy or method of planning and managing UCD's budget. In the near future, CPB would appreciate the opportunity to discuss the $2.6 billion operation with the Provost in order to understand the overall management models being used. We hope that the Senate and Administration can work together to develop a sustainable budget that provides adequate funds for such essential functions as instruction, utilities and faculty start-ups. The following are other concerns CPB would like to highlight:

- The Committee is concerned that the University is not allowing strategic planning to guide their decisions. CPB objects to further one-time cuts in the absence of a clear-cut plan. Based on the information CPB has received, the Committee is unable to determine core strategic planning is affecting each unit. CPB requests that administrative units need to succinctly lay out their priorities in light of the core mission of the university and how these cuts are impacting each unit (Library was noted as an example to follow) in order for informed decisions to be made.
- CPB noted that even though the cuts are specific to state 19900 funds, which is only 1/3 of UCD's budget, that research funds are being hit as well. Research is increasingly seen as a source of income for the university, which discourages the very innovation that the Administration is supposed to encourage. Research is not only self-funding, but now funding other areas on campus. It is alarming to see cuts happening at the ground level, which directly affect the core missions of the university - especially teaching and research (assessing taxes, cutting indirect funding, etc).
- CPB found it difficult to understand the budget data presented. Several problems stand out. The budget is described in an incomplete and piecemeal fashion. Generally, we are provided only with state funds, which constitute only 1/3 of the overall budget. With incomplete data, we cannot make specific recommendations since their impact cannot be judged. CPB found that even portions of the state budget information were missing. For instance, CPB was not given data regarding capital projects. Among these issues, the Committee clearly identified several preexisting issues with the budget, such as capital management and utilities, which seem to be primary drivers of our current fiscal crisis as much as the budget cut cycle.
- CPB requests that the campus engage in a discussion regarding the basic philosophy of the budget in a transparent and sincere manner. Such information should be made available on a routine annual basis, not just in times of financial crisis. Campus needs to learn from past mistakes such as MyTravel, the gamble with the utility payments, the round-about use of Garamendi funding for other areas.
- CPB recommends that in order to plan strategically, campus needs to evaluate the investment in new technology, physical plants, buildings, etc, in order to maintain the strong core of teaching, research, and service during times of financial hardship. Investment in SmartSite is of particular concern.

Sincerely,

Ann Orel, Chair
Academic Senate Committee on Planning and Budget

Cc: Linda Bisson, Gina Anderson, and Kelly Ratliff
Instructional Space Advisory Subcommittee
(Committee on Planning & Budget)

<table>
<thead>
<tr>
<th>Total Meetings: 1</th>
<th>Meeting frequency: as needed</th>
<th>Average hours of committee work each week: 2-3 (when meeting or reviewing items)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total issues reviewed/discussed: 7</td>
<td>Total issues reviewed - deferred from the previous year: 0</td>
<td>Total issues deferred to the coming academic year: 0</td>
</tr>
</tbody>
</table>

Listing of bylaw changes proposed: None.

Listing of committee policies established or revised: None.

Issues considered by the committee: See Committee’s narrative below.

Recommended procedural or policy changes for the coming year: None.

Committee’s narrative:

This Subcommittee considered matters involving instructional space according to Davis Division Bylaw 48 C (click here). Committee Planning & Budget (CPB) member Jane-Ling Wang chaired the subcommittee and reported the subcommittee’s discussions and information to CPB. Overall, the main focus of the Committee was to ensure proper representation on the subcommittee as directed by the bylaw, and work through issues brought forward to the subcommittee. The subcommittee met once in the winter quarter, but was invited several times to bring about discussion items or topics of concern. ISAS used the Academic Senate Information System (ASIS) and email to discuss and review items instead of physically meeting as a group. For a more detailed account of the Committee’s discussion & actions, please request the information from the Academic Senate analyst in order to review the action items from each meeting. In addition to the policies/procedure reviews listed above, the Instructional Space Advisory Subcommittee (ISAS) also considered the following items during the 2007-08 academic year:

1. **Lecture Space and General Assignment Classrooms:** ISAS discussed the continuing need of lecture space and general assignment classrooms on the UCD campus. The Registrar clarified the following: “The priority with general assignment classrooms is to maintain a consistent quality learning environment for the campus. UC Davis has made tremendous efforts over the years to develop classroom consistency, and have become a
model for other UC campuses. Feedback from faculty and students remain critically important to ensure that learning needs are met and to identify areas to enhance. A number of factors must be balanced to maintain this consistency working collaboratively with faculty, the Office of Resource Management and Planning, Academic Technology Services, and other critical partners. Some of these include, but are not limited to:

- providing appropriate technology tools to support teaching;
- maximizing seat capacity and utilization standards;
- ensuring compliance with building and fire codes; and,
- maximizing a limited resource base to support enhancements and improvements.”

ISAG also noted that unless there are private funds to support new general assignment classroom space, support and resources from state sources are virtually non-existent. Continuing feedback that can be used with ongoing planning for general assignment classroom projects was noted as helpful by the ex-officios serving on the Subcommittee.

2. **Large Classrooms:** The group identified the high demand for large classrooms and voiced concern that the state budget crunch situation may also result in even larger classes in order to save funds. ISAG identified utilization during summer and evenings as an option, and suggested that the Administration change the student-contact hours and add more flexibility to summer schedules. Architects and Engineers are also considering the energy used by the campus, and therefore agreed that placing more students in summer classrooms would help utilize the energy that is currently being wasted.

3. **Classroom Configurations:** The Subcommittee discussed the seminar and classroom configurations on campus; and reviewed the online resources available from the Registrar, such as detailed pictures of each room and setup at [http://registrar.ucdavis.edu/schedule/](http://registrar.ucdavis.edu/schedule/). ISAS found that the majority of requests for classrooms and classroom styles were being accommodated, although again, there did seem to be a lack of funding for general assignment classroom space.

4. **Fire Code:** Researched, reviewed, and wrote correspondence to the UCD Fire Chief, Assistant Chief Fire Prevention, Vice Chancellor of the Office of Administration, and Associate Vice Chancellor of the Safety Services Functions regarding issues, concerns, and possible solutions regarding the implementation of fire code requirements. Please see the attached letter for further detail.

5. **TRC Director:** Questioned and researched if the Director of the Teaching Resource Center has always been a Senate member, since the bylaws stipulate that that “the Director of the Teaching Resources Center as a member when also a member of the Senate and as a representative when not,” [http://academicsenate.ucdavis.edu/cerj/manual/dd_bylaws.cfm#48](http://academicsenate.ucdavis.edu/cerj/manual/dd_bylaws.cfm#48). The current Director of the Teaching Resource Center provided the following update: “The Vice Provost, Undergraduate Studies has initiated a reorganization process that may have implications for director positions in VPUS units, including the TRC. We suggest that the ISAG by-law language about the role of the TRC Director on ISAG stay as it is until that reorganization process is concluded. At that point, Vice-Provost Turner will make a recommendation to the ISAG about: (a) preserving or deleting the reference to “when a Senate member” in connection with the TRC Director’s role on the ISAG; and/or (b) continuing or replacing the TRC Director’s ex officio appointment to the ISAG. *This item was noted as a follow-up item for ISAS to discuss in 2008-09.*

6. **Podcasting:** Received a podcasting update from Liz Gibson, Academic Technology Services (previously ‘Mediaworks’ and ‘Classroom Technology Services’ prior to their merger);
discussed the benefits of podcasting, looked at software solutions (Echo 360), and reviewed the integration of the podcasting service with SmartSite.

7. **Utilization Reports:** Electronically reviewed utilization reports from the Office of Resource Management and Planning.

Sincerely,

Jane-Ling Wang, Chair

Patricia Boeshaar (member), Zhi Ding (member), Joseph Sorenson (member), Jon Wagner (member/Teaching Resource Center Director), Dag Yasui (Academic Federation Representative), Janis Dickens (Classroom Technology Services), Maria Miglas (Registrars Office), Frank Wada (University Registrar), Julie Nola (Office of Architects and Engineers), Cynthia Bachman (Office of Resource Management and Planning), and Diana Howard (Academic Senate Analyst)
June 16, 2008

JOE PERRY  
Fire Chief

WES ARVIN  
Assistant Chief Fire Prevention

STAN NOSEK  
Vice Chancellor, Office of Administration

JILL BLACKWELDER PARKER  
Associate Vice Chancellor - Safety Services Functions

Subject: Faculty Concerns Regarding Fire Code Mandates

Dear All:

The Committee on Planning and Budget’s subcommittee, the Instructional Space Advisory Group (ISAG), would like to convey faculty concerns raised after one of the Fire Marshal’s recent enforcement of California Building Code requirements for fire rated corridors.

ISAG understands and appreciates the measures taken to follow code that directly support fire prevention and safety. Recently, the Physics/Geology building has been instructed that all faculty office doors in the hallways of buildings (but not in cul de sacs) must be closed at all times unless there is a specially designed, built-in magnetic fastener (which they do not have installed due to the age of the building). After reviewing the code and policy, three concerns have been voiced:

1. Fire-prevention modifications (such as the Physics/Geology building) are unfunded mandates that the departments cannot afford. ISAG strongly recommends that a central pool for funding such accommodations be provided to the departments/colleges. Doing so will help ease the financial burden placed on individual colleges/departments, especially during these times of budget cuts.

2. Code does not seem to be uniformly enforced across the campus, and when enforced, such requirements have not been clearly communicated to the departments/schools. ISAG recommends that each department obtains the mandates in writing from the Fire Marshal explaining the requirements to become up to code. This document can then be forwarded to the Deans in order to obtain necessary funding to cover the renovations and any possible fines.

3. Certain faculty members prefer to keep their doors open when consulting with students in their offices. Departments have been threatened with large fines for non-compliance to the closed-door rule, but if the faculty close their doors, then they may feel a personal conflict with their commitment to APM 015.II.A (http://www.ucop.edu/acadadv/acadpers/apm/apm-015.pdf) – the “Professional Responsibilities, Ethical Principles, and Unacceptable Faculty Conduct” policy. Consideration and clarification regarding this conflict would be appreciated.

Your attention and response to these concerns is appreciated.

Sincerely,

Jane-Ling Wang, Chair  
Instructional Space Advisory Group

Cc: Ann Orel, Chair of Committee on Planning and Budget  
Linda Bisson, Academic Senate Davis Division Chair  
Pat Boeshaar, Physics Department