

April 25, 2016

TO: Academic Senate Members

Dear Colleagues:

Today, I am communicating directly to all members of the Academic Senate on matters of importance.

As Academic Senate Chair, two of my main responsibilities are ensuring that the institutional role of the Academic Senate is protected and that faculty have a clear and strong role in the governance of the campus as specified by the Standing Orders of the Regents. For these reasons, I have released factual information to the Representative Assembly, with the expectation that this information will be widely distributed so that all faculty, and especially faculty in leadership roles, can make informed decisions. Your representatives on the Faculty Executive Committees (and the three steering Committees in the case of L&S), and Department Representatives of the Representative Assembly, play essential roles in the vital shared governance of the Academic Senate.

To ensure information is available to the entire faculty, I have in past months publicly posted my correspondences with, and updates to, the Department Representatives of the Representative Assembly. They are posted on the [Academic Senate home page](#) under “Senate News & Updates.”

Over the past three years, the Academic Senate Committee on Planning and Budget (CPB) has reviewed how resources are distributed by the Administration. CPB also established basic campus metrics, which were created in collaboration with various Academic Senate committees (Faculty Executive Committees, L&S Divisional Steering Committees, Undergraduate Council, and Graduate Council) and Budget and Institutional Analysis (BIA). Beginning in 2014-2015, CPB made campus metric information directly available to all Chairs of Faculty Executive Committees, as well as the MPS, HARCS and Social Science Steering Committees. The hope was that FECs would engage Deans and their faculty in discussions on resource allocations. In 2015-2016, CPB also made available to the FEC and the Steering Committees the budget request information provided by each dean to the Provost.

Although all FECs and Division Steering committees were requested to engage in discussions with their faculty and Deans, so as to inform and influence Deans’ budget requests to the Provost, it is now evident that critical information has not been always shared with faculty as expected. Because of this lack of comprehensive distribution, I have decided that annual CPB campus metrics will now be directly available to all faculty on the Academic Senate website. The information will be accessible via Kerberos password protection. In addition, additional metrics might be used within individual colleges or divisions. If a particular metric is found particularly insightful, I request that it be brought to CPB’s attention for possible inclusion in future annual CPB campus metrics.

Furthermore, there are ongoing concerns about administrative growth at UC Davis. After consultation with the Executive Council, I am appointing a task force. I will specifically ask this Task Force to compare the administrative growth at UC Davis relative to the core instructional missions of the campus. The taskforce will be analogous to the “The Administrative Growth Task Force of the Davis Division of the Academic Senate” appointed by Linda Bisson in June, 2008, that produced the report, [Administrative Growth at UC Davis](#). The 2016 taskforce will be chaired by Linda Bisson (see attached taskforce charge, Appendix 1).

Finally, I bring to your attention a correspondence sent to President Napolitano by Linda Bisson, past Academic Senate Chair of the Davis Division, and Rachael Goodhue, incoming Academic Senate Chair of the Davis Division (see Appendix 2). Linda Bisson was the first woman to serve as Chair of the Davis Division of the Academic Senate, and served two terms. Rachael will be the second.

Sincerely,



André Knoesen
Chair, Academic Senate
Professor: Electrical and Computer Engineering

Attachments: Letter to President Napolitano

Appendix 1:**2016 Academic Senate Task Force on Administrative Growth****Background:**

Concerns have been raised about the rate of administrative growth at UC Davis relative to the core instructional missions of the campus.

Purpose:

The Task Force will utilize available data to investigate administrative growth at UC Davis, as well as the growth rate of administration in comparison to other sectors on the campus. The Task Force will determine what factors are contributing to any questioned administrative growth.

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Duration:

The Task Force will convene as soon as possible. A verbal report of progress will be given at the June 1, 2016, Representative Assembly meeting. The final report will be due to the Academic Senate leadership by August 31, 2016. The report will include a list of proposed metrics that will be used to evaluate administrative growth. The final report will be presented to the Representative Assembly at the first meeting in Fall 2016.

Membership:

- Linda Bisson, Chair of Task Force, Former Division Chair (2006-2008, 2011-2012)
- Deb Niemeier, 2015-16 Chair of Committee on Planning and Budget
- Representatives from the following Colleges and Schools, to be appointed by the Committee on Committees:
 - College of Agricultural and Environmental Sciences (1 person)
 - College of Biological Sciences (1 person)
 - College of Engineering (1 person)
 - College of Letters & Science (2 persons)
 - School of Law (1 person)
 - School of Medicine (1 person)
 - School of Veterinary Medicine (1 person)
 - School of Education (1 person),
 - School of Nursing (1 person), or
 - Graduate School of Management (1 person)

Any of the Schools or Colleges can give up their right to a representative.

Staff Support:

Staff support will be provided by the Academic Senate Office.

APPENDIX 2:

From: **Linda Bisson** <lfbisson@ucdavis.edu>
 Date: Sun, Apr 24, 2016 at 6:43 AM
 Subject: Letter to President Napolitano
 To: "Cecile.cuttitta@ucop.edu" <Cecile.cuttitta@ucop.edu>, "president@ucop.edu" <president@ucop.edu>
 Cc: "Andre Knoesen (aknoesen@gmail.com)" <aknoesen@gmail.com>, "Dan.Hare@ucop.edu" <Dan.Hare@ucop.edu>, "Linda P.B. Katehi" <katehi@ucdavis.edu>, "Rachael E. Goodhue" <rachael.goodhue@gmail.com>, Linda Bisson <lfbisson@ucdavis.edu>

Dear President Napolitano:

We want to express grave concern over a pattern of negativism in the press and social media regarding women Chancellors and senior administrative leaders. There are strong parallels between the singularly intensive criticism of our Chancellor Linda Katehi and that previously of Chancellors Fox (UCSD) and Denton (UCSC), and of UC Vice President Greenwood. Yet, the activities that are being criticized clearly fall within the standards of UCwide practice. This pattern is exemplified by a 2006 *LA Times* article that criticized compensation practices for senior UC executives: those singled out for criticism for “extravagant pay practices, perks and privilege for top executives” are all women (<http://articles.latimes.com/2006/feb/16/local/me-cap16>). The intensity of the criticism at the time ended in tragedy for Chancellor Denton. Chancellor Fox’s term was equally framed as fraught with turmoil, turmoil apparently not experienced by her male colleagues who were facing identical issues due to budget cuts and lack of diversity and inclusion. In an article in the *San Diego Union Tribune* written on Chancellor Fox’s decision to step down (<http://www.sandiegouniontribune.com/news/2011/jul/05/fox-leaving-ucsd/?#article-copy>), she is described in terms steeped in implicit gender bias such as the quote ascribed to former President Atkinson: “She handled that as well as she could have handled it” – not as well as anyone could have handled it or as well as it could have been handled.

Women in leadership positions are often the victims of intense implicit bias and, as a consequence, of the phenomenon of “single storyism” - the reduction of their actions to a simple narrative that appeals to the biases of a broad section of society, in this case implicit gender bias and women being incompetent for their position. Whatever they say or do in response is twisted to fit the “single story.” We think the *LA Times* article listed above illustrates perfectly the problem of the single story experienced by senior women administrators at UC. If the *LA Times* story were rewritten today, Chancellor Katehi’s name is likely the only one that would be added to the list.

All of UC is richer because of the participation of women and underrepresented groups at all levels. We know you and your leadership team share this belief. We are concerned that UCOP does not recognize that senior administrators who are identified with an underrepresented identity vital to our diversity are subject to vilification in the press simply because of that identity. We are also concerned, as recent press regarding our Chancellor Katehi demonstrates, that Chancellors and other senior administrators are not well-equipped to deal with single storyism, nor is there the recognition that others, such as UCOP, must step in to address the criticism as well.

The absence of factual information on UC policies and practices with respect to external compensation for all senior administrators has led to speculative and negative public debate regarding a single senior woman, when the practice of external involvement is widespread. We would like to request clear articulation from UCOP of both the formal policies and the informal practices as they pertain to executive compensation (e.g., have senior managers been encouraged to participate in activities outside UC). We note that legislators are calling for the same review. UCOP's understanding of the broader issues involved is essential to informing these external discussions. The need for UCOP to take action is urgent.

We thank you for considering this request.

Linda F. Bisson, Former Chair, Davis Division of the Academic Senate, 2006-2008 & 2011-2012

Rachael E. Goodhue, Chair Elect, Davis Division of the Academic Senate 2016-2018

c: André Knoesen, Chair, Davis Division of the Academic Senate

Dan Hare, Chair, Academic Senate

Linda Katehi, Chancellor, UCD