

NOTICE OF MEETING LOCATION**REPRESENTATIVE ASSEMBLY
OF THE DAVIS DIVISION OF THE ACADEMIC SENATE**

To: Representative Assembly Members of the Davis Division of the Academic Senate

From: Davis Division of the Academic Senate Office

Re: Notice of Meeting Location

The **June 2, 2015** Representative Assembly meeting will be held in the **Student Community**

Center, Multi-Purpose Room. Directions to the building can be found at the following website:

<http://campusmap.ucdavis.edu/?b=223>. The room is located on the second floor of the Student

Community Center.

The meeting is scheduled to begin at **2:10pm.**

MEETING CALL
REGULAR MEETING OF THE REPRESENTATIVE ASSEMBLY
OF THE DAVIS DIVISION OF THE ACADEMIC SENATE

Tuesday, June 2, 2015

2:10 – 4:00 p.m.

Student Community Center, Multi-Purpose Room

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1. Approval of the February 24, 2015 Meeting Summary	2
2. Announcements by the President – None	
3. Announcements by the Vice Presidents – None	
4. Announcements by the Chancellor – None	
5. Announcements by the Deans, Directors or other Executive Officers – None	
6. Special Orders	
a. Remarks by the Academic Federation Chair – Laura Van Winkle	
b. Remarks by the Academic Senate Chair – André Knoesen	
7. Unfinished Business	
a. 2015 Response to the 2009 Representative Assembly Resolution on Hiring Practices	4
8. Reports of standing committees	
a. Committee on Elections, Rules & Jurisdiction – John Hunt	
i. Davis Division Bylaw revisions	
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ii. Davis Division Regulation revisions	
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9. Petitions of Students	
10. University and Faculty Welfare	
11. New Business	
a. Faculty Athletic Representative Presentation – Scott Carrell	
b. UC Davis Joint Senate - Administration Teaching and Research Animal Program Task Force Co-Chair – Sue Bodine	
12. Informational Item	
a. *2015-2016 Academic Senate standing committee appointments	21
b. UC Davis Joint Senate - Administration Teaching and Research Animal Program Task Force update	25
c. *Graduate School of Management Bylaws update	35

Abigail Thompson, Secretary
Representative Assembly of the
Davis Division of the Academic Senate

*Consent Calendar. Items will be removed from the Consent Calendar on the request of any member of the Representative Assembly.

All voting members of the Academic Senate (and others on the ruling of the Chair) shall have the privilege of attendance and the privilege of the floor at meetings of the Representative Assembly, but only members of the Representative Assembly may make or second motions or vote.

Meeting Summary**REGULAR MEETING OF THE REPRESENTATIVE ASSEMBLY
OF THE DAVIS DIVISION OF THE ACADEMIC SENATE****Tuesday, February 24, 2015****2:10 – 4:00 p.m.****Student Community Center, Multi-Purpose Room**Page No.

1. Approval of the November 6, 2014 Meeting Summary - 2
 Motion to accept November 6, 2014 meeting summary
 Motion seconded
 Unanimously approved
2. Announcements by the President – None
3. Announcements by the Vice Presidents – None
4. Announcements by the Chancellor
 - a. State of the Campus – Chancellor Linda P.B. Katehi – [slideshow presentation posted on website http://chancellor.ucdavis.edu/speeches-writings/2015/state_of_campus_2015.html](http://chancellor.ucdavis.edu/speeches-writings/2015/state_of_campus_2015.html)
5. Announcements by the Deans, Directors or other Executive Officers – None
6. Special Orders
 - a. Remarks by the Academic Senate Chair – André Knoesen
 - Chair Knoesen addressed recent events impacting the campus community. http://dateline.ucdavis.edu/dl_detail.lasso?id=15113&dn=030315
 - Consultation on learning management system has been initiated.
 - Five Year Stewardship Review of Chancellor Katehi. Report of AS will be launched with request for consultation
 - The COR grant budget has been restored to funding levels before budget cuts were made. COR established animal subcommittee regarding animal research, animal care and use Issued a report that was endorsed by COR and sent to Chancellor. Posted on AS website http://academicsenate.ucdavis.edu/local_resources/docs/committees/cor/cor-animal-subcommittee-report-redacted.pdf
 - Academic Senate quarterly department chair lunches are being held. One topic has been summer sessions. Concerns are being addressed.
 - Academic Senate was informed that UC maybe looking at making significant healthcare coverage changes for 2015-16. Dialogue with Provost and Chancellor is ongoing.
 - Dean of Graduate Studies search is moving forward. March 9 & March 12 meetings have been set.
 - Summit for University of the 21st Century will be March 12, 2015
 - UCD advising conference Cultivating Collaboration: Seeds for Sustainable Success will be May 26, 2015
7. Reports of standing committees
 - a. Faculty Research Lecture (To be honored during the Spring quarter) 8

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- i. Confirmation of the 2014-2015 Faculty Research Lecture Award Recipient
Jodi Nunnari presented recipient choice Anna Maria Busse Berger for approval.
Motion to approve
Motion seconded
Unanimously approved
- b. Public Service (To be honored during the Spring quarter)
 - i. Confirmation of the 2014-2015 Distinguished Scholarly Public Service Award Recipients –
Robin Erbacher presented recipient choices James Carey, Harry Cheng, Robert Powell for approval.
Motion to approve
Motion seconded
Unanimously approved
- 8. Petitions of Students
- 9. Unfinished Business
- 10. University and Faculty Welfare
- 11. New Business – Gina Anderson, Academic Senate Director will be receiving STAR Staff Award. .
- 12. Informational Item
- 13. Meeting adjourned 3:50 P.M.

Abigail Thompson, Secretary
Representative Assembly of the
Davis Division of the Academic Senate

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May 26, 2015

REPRESENTATIVE ASSEMBLY MEMBERS

Re: Representative Assembly 2009 Hiring Practices Resolution Report

Each summer the Davis Divisional Chair conducts incoming/outgoing standing committee chair meetings. During the 2014 meeting, the Committee on Academic Personnel Committee-Oversight Subcommittee (CAP) outgoing Chair Professor Trish Berger and incoming Chair Professor David Simpson reported that the administration was not complying with the Representative Assembly's 2009 Hiring Practices Resolution (Resolution). I agreed to assist CAP with securing compliance. As an overview, the Resolution requested improvement in three areas:

1. Search Process – presentation of data, at the time the hiring packet is reviewed by CAP, to assure a fair and open search was conducted.
2. Potential Conflict of Interest – data to assure all potential conflicts of interest were identified and corrective action taken if needed.
3. Search Waivers – submission of search waiver information to CAP.

CAP has reviewed most search waivers (with the exception of some School of Medicine transactions). However, CAP is not receiving search information routinely with Academic Senate appointment packets. CAP had to request the needed search information, each time an appointment package was reviewed, which was delaying review of Academic Senate member appointments. CAP was also concerned about potential conflict of interest.

When the Resolution was presented to the Vice Provost-Academic Affairs in fall 2014, it became clear the Resolution was disregarded by previous administrative leadership. We have spent the 2014-2015 academic year trying to forge an agreement with the current Provost/Executive Vice Chancellor and the Vice Provost-Academic Affairs. In winter quarter, the Vice Provost Academic Affairs presented a draft conflict of interest process. CAP is satisfied that the new process developed will identify potential conflicts of interest early assuring correction when possible. Unfortunately repeated efforts to assure the Academic Senate is presented with evidence of a fair search during its review of each Academic Senate appointment has failed. Several letters have been exchanged and a discussion with Vice Provost Stanton during the May 19, 2015 Executive Council meeting demonstrated the administration is unwilling to provide evidence of a fair search to the Academic Senate with each appointment.

I have attached a summary of activity to date. I have asked the CAP Chair to present, during the June 2, 2015 Representative Assembly meeting, that Academic Senate review of search data remains necessary before making a final recommendation on each Academic Senate member appointment.

Sincerely,



Andre' Knoesen
Davis Division of the Academic Senate
Professor: Electrical and Computer Engineering

Attachment

Now be it Resolved by the Representative Assembly of the Davis Division of the Academic Senate, that,

Resolution	Response
<p>1. The authority of the Committee on Academic Personnel - Oversight its subcommittees, and all Faculty Personnel Committees to review academic appointments includes within the scope of that review a requirement that the Committee be satisfied that any proposed appointment is the result of a full and fair search as required by the policies of the University of California and the Davis campus, unless a search is waived pursuant to the specific requirements of UCD 500, Exhibit B;</p>	<p>Denied by administration</p>
<p>2. That the review of the search process by the Committee on Academic Personnel – Oversight, its subcommittees and all Faculty Personnel Committees be based on information furnished by the department(s) and/or the lead dean that includes: (i) whether a full and fair search was conducted according to the guidelines laid out in APM 500 and UCD 500; (ii) the size of the applicant pool that responded to the search advertisement; (iii) connections among faculty members of the search committee that might be interpreted as a conflict-of-interest (such as cooperation on grants or scholarly works, with any of the candidates interviewed); (iv) copies of all relevant documents, including the approved position description, search plan, and interim and final recruitment reports.</p>	<p>Denied by administration.</p> <ul style="list-style-type: none"> • Alternatively, the administration proposed “during the summer or fall, CAP will be given access to the final recruitment reports for all faculty recruitments that resulted in an appointment”. The administration noted that since 2013: “The UC Recruit Diversity Report (which replaced the interim recruitment report) is simultaneously reviewed by the dean and the Associate Vice Provost - Faculty Equity and Inclusion. The AVP-FEI conducts a review of the Diversity Report using the following available information: workforce availability in the specialty(ies); demographic profile of the applicant, strongly considered, and short list pools; department hiring goals; and department hiring history. The AVP-FEI communicates any concerns and recommendations to the dean and, if appropriate, to the VP-Academic Affairs before the recruitment proceeds with interviews. The UC Recruit diversity report includes the following information: a listing of search and recruitment efforts; a listing of the number of applicants who completed a survey on gender and ethnic identification who did or did not meet basic requirements for the position; diversity benchmark (availability) data (i.e., gender and ethnicity) for the specialty(ies) most closely identified with the position; total applicant pool by gender; the total applicant pool numbers by “race/ethnicity”; seriously considered applicant pool numbers by gender and “race/ethnicity”; and the short list composition by gender and “race/ethnicity.” “ • On March 2, the Executive Council proposed access to “UC Recruit Diversity Report will be made available to the Academic Senate at the same time the report is reviewed by the dean and the Associate Vice Provost - Faculty Equity and Inclusion”; furthermore, “a committee other than CAP should perform the review. The Executive Council believes we can structure a process that will not delay the search.” • Administration responded on May 1, 2015 with “The review of the UC Recruit Diversity Reports in faculty searches stands outside of the Senate’s authority to determine the membership of its faculty through the assessment of candidates’ professional qualifications. The review of the Diversity Reports is a compliance function, pursuant to the

	<p>Provost's responsibility to ensure that searches are carried out in accordance with federal affirmative action and equal opportunity laws. The new proposal to add a Senate review exceeds the authority of the Senate under our system of shared governance by proposing to replicate tasks clearly within the authority of the Provost."</p>
<p>3. That the Committee on Academic Personnel – Oversight, its subcommittees and all Faculty Personnel Committees strictly scrutinize the integrity of the search process in the case of any appointment to regular faculty ranks of a person who is employed at UC Davis at the time an appointment is recommended, or who is closely aligned with UC Davis scholars as a co-author, current or former student, post-doctoral researcher, or other significant relationship based on the information provided in item 2;</p>	<ul style="list-style-type: none"> • Administration proposes that each recruitment committee will be given a set of Guiding Principles to apply in the event of potential conflicts of interest (PCOI) between recruitment committee members and applicants to the faculty position, along with a form that the recruitment committee chair will submit to the dean and the AVP-FEI along with the UC Recruit Diversity Report. The PCOI form, along with the UC Recruit diversity report, will be reviewed by both the dean and the AVP-FEI before the proposed list of interviewees is approved. • CAP reviewed the proposed process and is satisfied.
<p>4. That paragraphs 2 and 3 of this resolution only apply to appointments into academic senate series at UCD.</p>	
<p>5. That requests for Search Waivers be submitted to the Committee on Academic Personnel - Oversight when they are submitted to the Vice Provost – Academic Personnel, in order to permit the Committee to examine the request for consistency with the requirements of UCD 500, Exhibit B; and</p>	<p>CAP has been reviewing most of the campus search waivers (some School of Medicine transactions are excluded except for Target of Excellence (TOE) and Partner Opportunity Program (POP)). In addition to CAP, Committee on Planning and Budget also reviews TOE and POP search waivers. However, dissatisfaction with use of search waivers continues and the ADVANCE Policy and Practices Implementation Subcommittee recommended review of the policy. Therefore, in fall 2015, the Davis Division of the Academic Senate will appoint a special committee to review the search waiver policy and associated practices.</p>
<p>6. That the Committee on Academic Personnel – Oversight, its subcommittees and all Faculty Personnel Committees are directed to only review cases where a full and fair search, or a Search Waiver, consistent with APM 500 guidelines has been fully documented.</p>	<p>Not implemented by Academic Senate</p>

January 25, 2010

BARBARA HORWITZ

Vice Provost – Academic Personnel

Re: Resolution on Hiring Practices and Faculty Searches

Dear Barbara:

The Assembly of the Academic Senate passed the CAPOC initiated Resolution on Hiring Practices and Faculty Searches at the October 15 meeting. The resolution was amended from its original version that was introduced by CAPOC at the June 5 Representative Assembly meeting. The CAPOC at the time raised concerns that there were “egregious” hiring cases that had lacking information, conflicts of interest, and were suspect.

In an effort to promote a more transparent hiring process, the committee proposed the Resolution on Hiring Practices and Faculty Searches. The resolution proposes that faculty searches are done openly and all relevant information be provided to CAPOC for review in a timely manner. The purpose of the resolution is not intended to change anything in the APM. Rather, it is meant to reaffirm the need for CAPOC to know when faculty searches are conducted and when they are not. As you are well-aware, particularly in these times of severe budget crisis, a faculty FTE is an incredibly precious resource. The amended and passed resolution is attached for your information.

Sincerely,



Robert L. Powell III, Chair
Davis Division of the Academic Senate and
Professor and Chair, Department of
Chemical Engineering and Materials Science
Professor, Food Science and Technology

Attachment

cc: Chancellor Katehi
Provost and Executive Vice Chancellor Lavernia
Executive Director Anderson
CAPOC Chair Palazoglu

Resolution on Hiring Practices and Faculty Searches

Whereas, the University of California Academic Personnel Manual (APM) section 500-0 provides that, “The University recruiting program is directed toward obtaining the best qualified person for the position authorized.” And,

Whereas, the UC Davis Academic Personnel Manual (UCD) section 500 Academic Recruitment Guidelines, paragraph I. provides that, “The procedures outlined in this section are intended to help recruiting departments conduct an inclusive search that will identify an outstanding candidate with the promise for continued excellence. These procedures also facilitate consistent review of the recruitment process and systematic documentation of compliance with Universitywide and campus recruitment policies, and Federal equal employment opportunity regulations.” And,

Whereas, UCD section 500, paragraph IV. D, provides that, “A written search plan is required for all recruitments for faculty and other academic positions. . . . The search plan specifies the steps that will be taken by a department or an interdepartmental recruitment committee to ensure that the vacancy will attract the most qualified and diversified pool of applicants and that the selection process is impartial and fair to all applicants.” And,

Whereas, UCD section 500, paragraph IV.C. requires the department chair to recommend and the dean to appoint a recruitment committee “that represents a diverse cross-section of the faculty and includes members who will monitor the affirmative action efforts of the recruitment committee.” And,

Whereas, UCD section 500, Exhibit B. provides that, “A full search as described in this policy is required for each academic appointment that is full-time for one year or longer, and for part-time positions if there is intent to retain the appointee as a regular permanent employee,” but allows a waiver of the requirement for a full search in the event that one of six conditions are met, including among others:

- The appointment is of an individual whose experience and accomplishments make him or her uniquely qualified for a position.
- The appointment of a particular individual would alleviate a critical, ongoing need, particularly in the area of patient care.
- The appointment is of an individual meeting the criteria under the Partner Opportunity Program (POP).

And,

Whereas, UCD section 500, Exhibit B, requires that, “Approval to waive the search plan must be obtained in advance. And,

Whereas, Regents Standing Orders, section 105.2, paragraph (c) provides that, “The Academic Senate shall determine the membership of the several faculties and councils, ...” And,

Whereas, under Title IV of the bylaws of the Davis Division of the Academic Senate, the authority to review and advise the Academic Senate on academic personnel matters is delegated to the Committee on Academic Personnel - Oversight. And,

Whereas, Bylaw 42.B.7 of the of the Davis Division of the Academic Senate provides that the Committee on Academic Personnel - Oversight has the specific duty “[t]o receive and implement within the limits of Senate authority any policy regarding academic personnel adopted by a majority vote of the Representative Assembly or the Division by ballot.” And,

Whereas, the Committee on Academic Personnel - Oversight has become alarmed about cases where fair searches have been undermined by including faculty in the search committee with direct and unstated conflicts of interest.

Whereas, the Committee on Academic Personnel – Oversight is further alarmed by the unjustified granting of Search Waivers to add ladder rank faculty by hiring personnel already within UC Davis and within the academic department, with no justification as required by UCD 500, Exhibit B. Such action undercuts the role of the Academic Senate in maintaining a quality faculty.

Now be it Resolved by the Representative Assembly of the Davis Division of the Academic Senate, that,

1. The authority of the Committee on Academic Personnel - Oversight its subcommittees, and all Faculty Personnel Committees to review academic appointments includes within the scope of that review a requirement that the Committee be satisfied that any proposed appointment is the result of a full and fair search as required by the policies of the University of California and the Davis campus, unless a search is waived pursuant to the specific requirements of UCD 500, Exhibit B;
2. That the review of the search process by the Committee on Academic Personnel – Oversight, its subcommittees and all Faculty Personnel Committees be based on information furnished by the department(s) and/or the lead dean that includes:
 - (i) whether a full and fair search was conducted according to the guidelines laid out in APM 500 and UCD 500;
 - (ii) the size of the applicant pool that responded to the search advertisement;
 - (iii) connections among faculty members of the search committee that might be interpreted as a conflict-of-interest (such as cooperation on grants or scholarly works, with any of the candidates interviewed);
 - (iv) copies of all relevant documents, including the approved position description, search plan, and interim and final recruitment reports.

3. That the Committee on Academic Personnel – Oversight, its subcommittees and all Faculty Personnel Committees strictly scrutinize the integrity of the search process in the case of any appointment to regular faculty ranks of a person who is employed at UC Davis at the time an appointment is recommended, or who is closely aligned with UC Davis scholars as a co-author, current or former student, post-doctoral researcher, or other significant relationship based on the information provided in item 2;
4. That paragraphs 2 and 3 of this resolution only apply to appointments into academic senate series at UCD.
5. That requests for Search Waivers be submitted to the Committee on Academic Personnel - Oversight when they are submitted to the Vice Provost – Academic Personnel, in order to permit the Committee to examine the request for consistency with the requirements of UCD 500, Exhibit B; and
6. That the Committee on Academic Personnel – Oversight, its subcommittees and all Faculty Personnel Committees are directed to only review cases where a full and fair search, or a Search Waiver, consistent with APM 500 guidelines has been fully documented.

PROPOSED REVISION OF DAVIS DIVISION BYLAW 121

Undergraduate Council

Submitted by the Committee on Elections, Rules and Jurisdiction

Endorsed by the Undergraduate Council and the Executive Council.

The proposed revision would address conflict of interest issues regarding the undergraduate program review process.

Rationale.

Under the current divisional bylaws, the Vice Provost and Dean for Undergraduate Education or his or her representative takes part in the undergraduate program review process by serving in an ex-officio role on the Undergraduate Council. The same person reviews the response/recommendation from the Undergraduate Council and participates in the administration's discussion and response to program review recommendations. This means that under current divisional bylaws, the Vice Provost and Dean of Undergraduate Education participates in the Academic Senate undergraduate program review process and then judges the recommendations on behalf of the administration. Given these concerns, the Division requested bylaw revisions to allow undergraduate program review to proceed independently of the Vice Provost/Dean until the stage at which a response from the administration needs to be provided. The current proposed revision removes the Vice Provost/Dean and requires the Vice Provost/Dean and representatives to recuse themselves in Undergraduate Council meetings when deliberations of the program reviews occur, unless invited to participate by the chair of Undergraduate Council.

Proposed Revision: Davis Division Bylaw 121 shall be amended as follows. Deletions are indicated by ~~strikeout~~; additions are in **bold type**.

121. Undergraduate Council (En. 6/5/2002)

A. This council shall consist of twelve members, three undergraduate student representatives, one graduate student representative and two representatives appointed by the Davis Academic Federation. The members shall include a chair and vice-chair, a member of the Committee on Admissions and Enrollment, ex officio, the Davis campus Vice Provost and Dean for Undergraduate **Education**, non-voting ex officio, the Registrar of the Davis campus, ex officio and the chairs of the four committees of the council. The ex officio members shall not serve as chair or vice chair of the council or any of its committees. Members of the council and its committees other than ex officio members shall be nominated by the Committee on Committees and shall serve from the first day of September each year. The membership shall reflect balanced representation from the academic departments, programs and colleges that offer undergraduate curricula and from the professional schools.

- 1. Unless invited to do so by the chair of Undergraduate Council, neither the Vice Provost and Dean for Undergraduate Education nor any representative of that office shall: (1) attend the portion of any Undergraduate Council meeting that concerns program reviews, or (2) participate in any Undergraduate Council discussion pertaining to reviews of undergraduate programs or groups.**

B. This council shall have the following duties:

1. Consistent with the rights of the Faculties under the Standing Orders of the Regents (105.2.b), to establish policy for undergraduate education on the Davis campus and to advise the Chief Campus Officer on all matters pertaining to undergraduate education. (Am. 5/4/04)
2. To define the goals and establish criteria for use in reviewing the quality and effectiveness of undergraduate teaching programs and/or majors.
3. Consistent with the rights of the Faculties under the Standing Orders of the Regents (105.2.b), to approve or decline to approve the establishment and discontinuation of undergraduate programs. (Am. 5/4/04)
4. To establish policy on and exercise authority on academic disqualifications and/or dismissals as well as over all undergraduate academic transcript notations.
5. To develop and review campuswide educational objectives and criteria for evaluating educational effectiveness.
6. To consider and report on matters referred to it by the Chief Campus Officer, the Chair of the Division, the Representative Assembly or any other standing committee of the Davis Division, or by the Faculty of any college or school located wholly or in part on the Davis campus.
7. To initiate appropriate studies and make reports thereon to the Chief Campus Officer and/or to the Representative Assembly as it may deem appropriate upon local matters of a fundamental character involving questions of undergraduate educational policy.
8. To identify one of its members to be nominated by Committee on Committees to serve as the Davis campus representative to the University Committee on Educational Policy and one of its members to be nominated by Committee on Committees to serve as the Davis campus representative to the University Committee on Preparatory Education.

C. Committee on General Education

1. This committee shall consist of eight members, with balanced representation from the colleges offering undergraduate instruction and from the professional schools, and one member who is a member of the Committee on Courses of Instruction. In addition, there shall be one undergraduate student representative and one representative from the Academic Federation. (Am. 9/1/2014)
2. This committee shall supervise the General Education program by carrying out the following duties.
 - a. Establishment of the criteria that govern certification of courses for the General Education Program.
 - b. Periodic review of the rosters of courses that are approved for General Education credit in the components of the program and supervision of their inclusion in the General Catalog, together with other appropriate information regarding General Education.

- c. Determination, on an individual basis, of the extent to which multidisciplinary individual majors satisfy General Education requirements in the components of the program.
- d. Active promotion of the development of new General Education courses and clusters.
- e. Continuous review of the effectiveness of the General Education program and advice to the Representative Assembly on matters relating to the program including desirable changes in Regulations and Bylaws.

D. Committee on Preparatory Education

- 1. This committee shall consist of five members, with broad representation from the colleges offering undergraduate instruction. The membership of this committee shall include one member from each of the Departments of Mathematics and English. In addition, there shall be one undergraduate student representative and one representative from the Academic Federation.
- 2. This committee shall have the following duties:
 - a. To monitor and conduct periodic reviews and evaluations of remedial education.
 - b. Under the direction of the University Committee on Undergraduate Preparatory Education, to oversee the administration of the examination in Subject A and related remedial courses on the Davis campus.
 - c. To oversee the use of placement examinations in mathematics.
 - d. To be responsible for implementation of University Academic Senate Regulation 761 on the Davis campus.
 - e. To monitor and conduct periodic reviews and evaluations of the English as a Second Language Program on the Davis campus.

E. Committee on Special Academic Programs

- 1. This committee shall consist of five members, with balanced representation from the colleges offering undergraduate instruction and from the professional schools. In addition, there shall be one undergraduate student representative and one representative from the Academic Federation.
- 2. This committee shall have the following duties:
 - a. To oversee all special undergraduate academic programs like the Davis Honors Challenge and the Integrated Studies program and to advise the faculty and the administration on the establishment and operation of newly initiated programs.
 - b. To review periodically all programmatic functions of the special programs, including but not limited to the following: the publications of material defining/describing the program; the recruitment, orientation and advising of students in each program; guidance in the selection of mentors for students in the programs; coordination of special activities; oversight of the

general welfare of students in the programs; and the effectiveness of the programs in meeting their stated educational objectives.

F. Committee on Undergraduate Instruction and Program Review

1. This committee shall consist of thirteen voting members; the Committee on Committees shall appoint two members from each of the College of Agricultural and Environmental Sciences, College of Biological Sciences, and the College of Engineering, and three members from the College of Letters and Science, preferably one each from the Division of Humanities, Arts and Cultural Studies, Division of Social Sciences, and Division of Mathematical and Physical Sciences. In addition, the chair of each college program review committee, or the chair of the college executive committee, will serve as a voting member, ex officio. Non-voting members include the Director of the Center for Excellence in Teaching and Learning, ex officio, two undergraduate student representatives, one graduate student representative and one representative from the Academic Federation. (Am. 6/5/2009, 2/24/2011, 9/1/2014)
2. The duties of the committee include the following:
 - a. To study the effectiveness and efficiency of undergraduate instruction on the campus and to make recommendations for improvements thereto.
 - b. To stimulate efforts to foster, recognize and reward good teaching.
 - c. To recommend methods for evaluating the educational effectiveness of individual instructors, in the context of academic advancement, and of the major and special educational programs, in the context of program review.
 - d. In collaboration with the Faculties of the colleges offering undergraduate instruction, to assure timely initiation and completion of program reviews.
 - e. To evaluate undergraduate program reviews to ascertain that the established educational objectives for programs have been addressed in a meaningful way.
 - f. To work with the Office of the Provost to insure that undergraduate instructional programs and program reviews are considered in the planning and support of campus activities.
- G. All committees of the Undergraduate Council shall report their actions through the council. Copies of all reports submitted by the Undergraduate Council to the Representative Assembly shall be forwarded annually to the University Committee on Educational Policy for its records.

PROPOSED REVISION OF DAVIS DIVISION REGULATION 538 EXAMINATIONS

Submitted by the Committee on Elections, Rules and Jurisdiction

Endorsed by the Undergraduate Council and the Executive Council.

The proposed amendment would allow faculty more flexibility in scheduling exams for online courses.

Rationale.

Recently there has been a change in the final exam schedule which has opened up an additional TBA exam period. When the original Senate policy was written there was only one TBA exam section and it was always last. With recent changes in exam scheduling there are a couple of additional sections of TBA exam sections and these could be offered to faculty teaching online courses as exam options.

Proposed Revision: Davis Division Regulation 538 shall be amended as follows. Deletions are indicated by ~~strikeout~~; additions are in **bold type**.

538. Examinations

- (A) Except under certain specified circumstances, Senate Regulation (SR) 772 requires that final examinations be given in all undergraduate courses. Final examinations may be given in graduate courses. (Am. 4/26/82)
- (B) At the instructor's option, a final examination in any course other than an on-line course may be wholly or in part of the take-home type. All examinations for on-line courses must be proctored to ensure that the person taking the examination is the student receiving credit. In accordance with SR 772(A), in undergraduate courses, the writing time of a take-home final examination and an in-class final examination together may not exceed three hours. (Am. 5/4/04)
- (C) In each course for which a final examination is required, each student shall have the right to take a final examination (or, when the instructor has so opted, to submit a take-home examination) at the time and on the date published in the Class Search Tool. For on-line courses, the University Registrar will offer to the instructor of each on-line class the option to have the final **in any of the TBA slots** ~~in the last time slot on the last day of finals~~ or at a time on dead day to be negotiated between the University Registrar and the instructor. Students shall be notified of the time and place of the final on or before the first day of instruction. (Am. 5/4/04)
- (D) In each course (other than in an on-line course) for which a midterm examination is required, each student shall have the right to take a midterm examination (or, when the instructor has so opted, to submit a take-home examination) during one of the scheduled meetings of the class published in the Class Search Tool. (Am. 4/26/82; 5/4/04)

- (E) Holding a final or midterm examination (or setting a deadline for submission of a take-home examination) at a time not specified in (C) or (D) requires the mutual consent of the instructor and all students involved in the change (other than in an on-line course). Any student who does not consent in writing to the different time must be permitted to take an examination (and/or submit a take-home examination) at the officially scheduled time. A student who consents in writing to the change of examination time waives the right cited in (C) or (D). (Am. 3/13/95 and effective 9/1/95; 5/4/04)
- (F) Any departures from the published examination schedule should be carried out so as not to disadvantage students who are unable to accept the alternative examination schedule. An in-class final examination may not be rescheduled for a date earlier than the first day of final week. The due date for a take-home final examination may not be rescheduled for a date earlier than the first day of finals week. In the case of on-line courses, the published examination schedule is that announced no later than the first day of class in accordance with 538(C), and finals may be scheduled or rescheduled to occur on dead day. (Am. 10/26/87 and effective 9/1/88) (Am. 3/13/95 and effective 9/1/95; 5/4/04)
- (G) A student who is improperly denied the right cited in (C) or (D) may file a petition with the Executive Council by the end of the next regular term, for appropriate action.
- (H) In accordance with current law, students with documented disabilities may be entitled to in-class accommodations. The student shall provide a letter from the campus Student Disability Center (SDC) with a recommendation for those academic accommodations that the instructor is responsible for providing. It is the student's responsibility to request accommodations as soon as possible; this notification must be made within a period of time which allows the university a reasonable opportunity to evaluate the request and offer necessary adjustments. The instructor has a legal obligation to provide recommended academic accommodations, unless the instructor can demonstrate that the accommodations will fundamentally alter the nature of the academic demands made of the student, or decrease the standards and types of academic performance. It is the responsibility of the University to provide recommended physical accommodations. No accommodation shall require facilities or personnel that can be demonstrated to result in undue financial and administrative burdens to the University. The instructor should consult with the student and the SDC if there are any questions or concerns. If the instructor and the SDC cannot arrive at a mutually agreeable accommodation, the matter shall be resolved by a committee convened by the Vice Chancellor - Student Affairs that includes the instructor, the department chair, and a representative from the SDC. (En. 6/8/87; Am 11/25/96; Am 4/14/08) (Am. 6/8/2012)
- (I) An instructor may release to individual students their original final examinations (or copies thereof) at any time. Otherwise the instructor shall retain final examination materials, or a copy thereof, until the end of the next regular term, during which period students shall have access to their examinations. (En. 5/25/77; Renum. 6/8/87)
- (J) Paragraphs (A) through (I) of this Regulation shall be printed in the General Catalog. (En. 5/24/76; Am. and renum. 5/25/77; 6/8/87)

PROPOSED REVISION OF DAVIS DIVISION REGULATION A540

Grading

Submitted by the Committee on Elections, Rules and Jurisdiction

Endorsed by the CA&ES Faculty Executive Committee, CBS Faculty Executive Committee, Engineering Faculty Executive Committee, L&S Faculty Executive Committee, Grade Changes Committee, Graduate Council, Undergraduate Council, and the Executive Council.

The proposed amendment would make the Registrar's practice of enforcing the regulation regarding NG grades consistent with the language in the policy.

Rationale.

Currently the NG grade remains on the student record until the student enrolls in a term following assignment of the NG grade. Then at the end of term processing for that next term the Office of the University Registrar runs a report and converts all previous NG grades to "F". If the student does not enroll in the immediate next term, the NG remains on their record as NG and will not be changed to "F" until they return and complete a future term. The regulation seems to require that the NG should be changed to "F" whether the student is enrolled in the next term or not.

Proposed Revision: Davis Division Regulation A540 shall be amended as follows. Deletions are indicated by ~~strikeout~~; additions are in **bold type**.

A540. Grading

Except as provided otherwise in Davis Division Regulations A545 and A548, and in Regulation 70 of the Faculty of the School of Medicine, the following provisions apply to the grading of the work of all students subject to Davis Division Regulations.

- (A) The work of each student shall be reported in terms of the following grades: A (excellent), B (good), C (fair), D (poor), F (failure), I (incomplete), and IP (in progress). Grades of A, B, C, and D may be modified by plus (+) or minus (-) suffixes. (En. 4/23/78, Am. 11/28/79)
- (B) Grade points per unit shall be assigned by the Registrar as follows: A - 4; B - 3; C - 2; D - 1; F, I, or IP - none. "Minus" grades shall be assigned three-tenths grade point less per unit than unsuffixed grades, and "plus" grades (except A+) shall be assigned three-tenths grade point more per unit. The grade of A+ shall be assigned 4.0 grade points per unit, the same as for an unsuffixed A; but when A+ is reported it represents extraordinary achievement.
- (C) The grade Incomplete shall be assigned only when the student's completed work (judged by itself and not in relation to the work required to pass the course as a whole) is of passing quality and represents a significant portion of the requirements for a final grade, but is incomplete for good cause as determined by the instructor. "Good cause" may

include illness, serious personal problems, an accident, a death in the immediate family, a large and necessary increase in working hours, or other situations deemed to be of equal gravity. The student is entitled to replace this grade by a passing grade and to receive appropriate grade points and unit credit provided he or she satisfactorily completes the work of the course in a way specified by the instructor before the end of the third succeeding term of the student's academic residence as defined in Regulation 610. If a degree is conferred upon the student before the expiration of the time limit for conversion, the time limit for conversion for the graduated student shall be the end of the third regular term succeeding the term in which the Incomplete grade was assigned. If the time limit for conversion expires before a degree is conferred upon the student and the Incomplete grade has not been replaced, the grade shall revert to an F, a Not Passed, or an Unsatisfactory, depending on the grading system in effect in the particular instance. If the time limit expires after a degree has been conferred and the Incomplete grade has not been replaced, the Incomplete grade shall remain on the student's record. If the degree has not been conferred, and the work has not been completed before the end of the term three calendar years after the grade Incomplete has been assigned, and during which the student has not been in academic residence as defined in Regulation 610, the grade Incomplete shall remain on the student's record, unless the course is repeated. This time-limit for the completion of courses assigned the grade Incomplete shall apply to all and only those courses in which the grade Incomplete is assigned on or after September 1, 2010. (En. 1/20/75, Am. 5/29/75, effective Fall 1975; Am. 10/25/76, effective Winter 1977; Am. 6/4/79, Am. 11/28/79, effective Fall 1980; Am. 6/3/80, Am. 12/3/80; Am. 4/25/83; Am. 11/30/83) (Am. 9/1/2010, 2/24/2011, 9/1/2013)

In calculating an undergraduate student's grade point average, grade points and units for courses graded Incomplete shall not be counted except that, in ascertaining compliance with the 2.000 minimum grade point average required for the receipt of a bachelor's degree, all incomplete units attempted for a letter grade shall be counted and assigned a grade point value of zero. Any undergraduate student who accumulates more than 16 units of Incomplete for which final grades have not been assigned shall be subject to academic probation or disqualification. (Am. 1/27/81) (Am. 9/1/2010)

In calculating a graduate student's grade point average, grade points and units for courses graded Incomplete shall not be counted except that, in ascertaining compliance with the minimum grade point average required for receipt of a degree, all incomplete units attempted for a letter grade shall not be counted and assigned a grade point value of zero. Any graduate student who accumulates more than 8 units of Incomplete for which final grades have not been assigned shall be subject to academic probation. (Am. 10/25/76, effective Winter 1977; Am. 1/27/81)

- (D) For a course extending over more than one term, where the evaluation of the student's performance is deferred until the end of the final term, provisional grades of In Progress shall be assigned in the intervening terms. Subject to the provisions of Academic Senate Regulation 634, grade points and units for courses graded In Progress shall not be counted in calculating a student's grade point average. Provisional grades shall be replaced by final grades if the student completes the full sequence. The student may receive final grades, grade points, and unit credit for completed terms when he or she has

not completed the entire sequence if the instructor certifies that the course was not completed for good cause.

- (E) All grades except Incomplete or In Progress are final when filed by the instructor in the end-of-term course report. The correction of clerical and procedural errors shall be governed by guidelines established by the Davis Division and shall be under the supervision of the Davis Division Grade Changes Committee. No change of grade may be made on the basis of reassessment of the quality of a student's work or, with the exception of Incomplete or In Progress grades, the completion of additional work. No term grade except Incomplete may be revised by re-examination. Students who believe that their failure to submit work subject to grading was due to circumstances beyond their control, resulting in a grade of F may petition the Grade Changes Committee for removal of the grade. (Am. 9/1/2012)
- (F) Repetition of courses not authorized by the Davis Division Committee on Courses of Instruction to be taken more than once for credit is subject to the following conditions.
 - (1) An undergraduate student may repeat only those courses in which he or she received a grade of D, F, or Not Passed, as well as courses in which a grade of I has become permanent on the student's record because the work was not completed within three years, as described in (C) above. Departments may restrict repetition of a course if it is a prerequisite to a course already completed with a grade of C- or better. Courses in which a grade of D or F has been earned may not be repeated on a Passed or Not Passed basis. (En. 4/21/80, Am. 3/11/81) (Am. 9/1/2010)
 - (2) A graduate student, with the consent of the appropriate graduate adviser and the Dean of Graduate Studies, may repeat any course in which he or she received a grade of C, D, F or Unsatisfactory, as well as courses in which a grade of I has become permanent on the student's record because the work was not completed within three years, as described in (C) above, up to a maximum of three courses for all courses repeated. Courses in which a grade of C, D, or F has been earned may not be repeated on a Satisfactory or Unsatisfactory basis. (Am. 10/25/76, effective Winter 1977) (Am. 9/1/2010, 9/1/2011)
 - (3) Repetition of a course more than once requires approval by the appropriate dean in all instances.
 - (4) Degree credit for a course will be given only once, but the grade assigned at each enrollment shall be permanently recorded. (Am. by mail ballot 5/7/74)
 - (5) In computing the grade point average of an undergraduate who repeats courses in which he or she received a grade of D or F, only the most recently earned grade for each course and corresponding grade points shall be used for the first 16 units repeated. In the case of further repetitions, the grade point average shall be based on all grades assigned and total units attempted.

- (6) In computing the grade point average of a graduate student who repeats courses in which he or she received a grade of C, D, or F, only the most recently earned grade for each course and corresponding grade points shall be used.
- (G) The Registrar shall enter the notation "NG" on the end-of-term course report and on the student's record for a student whose instructor has not yet submitted an appropriate grade (letter grade or P, NP, S, U, I, or IP). ~~The instructor must indicate in the "memorandum" column on the course report the reason for not submitting a grade.~~ Conditions for removing the NG are: (Am. 9/1/2012)
- (1) The NG notation shall be replaced by the appropriate grade upon written submission of that grade by the instructor.
 - (2) The NG and relevant course notation both shall be deleted from the student's transcript if it is established that an administrative error resulted in improper assignment of NG to the student.
 - (3) The Registrar shall change the NG notation to an F grade, **or equivalent, during the end-of-term processing in the first regular term in which the student is enrolled following the term in which the student was assigned the NG notation**, if the NG has not been removed under the provisions of (1) or (2); ~~unless the instructor in charge indicates otherwise to the Registrar.~~ To ensure that the student is aware that an NG must be removed, the Registrar shall **notify all affected students each term.** ~~provide the following written notification to all affected students: "NG must be removed within one term or the NG will be changed to a grade of F. If this course appeared on your midterm course check list, see your instructor immediately; if it did not appear, see the Registrar."~~

Divisional Officers – 2015-2016

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Secretary: TBD

Parliamentarian: TBD

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International Education:

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Nash Prize Selection Committee:

Marc Facciotti

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P&T Investigative:

Nancy Lane (Chair), David Biale, Chris Drake, Paul Gepts, Charles Hunt

Planning & Budget:

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Greg Kuperberg, Michael Turelli

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University Committee on Research Policy (UCORP) Representative: David Pleasure

Undergraduate Council:

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University Committee on Preparatory Education (UCOPE) Representative: Robert Newcomb

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Alessa Johns (Chair), Raul Aranovich, Joshua Hihath, Mark Rashid, Robert Taylor

Undergraduate Instruction & Program Review:

Edward Dickinson (Chair), Hsin-Chia Cheng, Elizabeth Constable, William Debello, John Furlow, Carl Keen, Mark Kessler, Stephen Lewis, Timothy Lewis

Undergraduate Scholarships, Honors & Prizes:

Mark Halperin (Chair), Adewale Adebani, Keith Baar, Paul Bergin, Marusa Bradac, John Conway, Scott Dawson, Christopher Fraser, Paramita Ghosh, Eleonora Grandi, Angela Haczku, David Horton, Kyu Kim, Zhaodan Kong, Elisabeth Middleton, Susette Min, Kurt Rohde, Heidi Rossow, Masakazu Soshi, Julie Wyman



LINDA BB. KATEHI
Chancellor at Davis

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April 3, 2015

Nicole Baumgarth, Pathology, Microbiology & Immunology
(Academic Senate Representative)
Sue Bodine, Neurobiology Physiology and Behavior (co-Chair)
(Academic Senate Representative)
Alan Ekstrand, Safety Services
Chuck Fuller, Neurobiology, Physiology and Behavior
(Academic Senate Representative)
Stephen Griffey, Pathology, Microbiology & Immunology
(Academic Federation Representative)
Cindy Kiel, Office of Research
Leah Krubitzer, Department of Psychology (Academic Senate Representative)
Dave Lawlor, Finance, Operations and Administration (co-Chair)
Harris Lewin, Office of Research (co-Chair)
Bob Loessberg-Zahl, Office of the Provost and Executive Vice Chancellor
Vic Lukas, Safety Services
Karl Mohr, Finance, Operations and Administration
Anissa Nachman, Budget & Institutional Analysis
Anita Oberbauer, Animal Science (Academic Senate Representative)
Jill Parker, Safety Services
David Pleasure, Neurology and Pediatrics (Academic Senate Representative)
Jon Ramsey, Molecular Biosciences (Academic Senate Representative)
Charles Stephensen, Nutrition (Academic Federation Representative)
Alice Tarantal, Pediatrics; Cell Biology and Human Anatomy
(Academic Senate Representative)

Dear Colleagues,

UC Davis has one of the most complex and comprehensive animal care and use programs that supports our teaching and research missions. Indeed, the campus has more species of animals under our responsibility than any other institution except NIH. As with many core functions at UC Davis, oversight and management of the animal care program is highly decentralized, with 31 independently managed vivaria.

Fundamentally, the long history of distributed and organic program growth which may have served previous academic needs reasonably is not sustainable. The situation is not new and is well documented; several reports and analyses in recent years describe the current state of the animal care and use program, and make recommendations to address various aspects of the issues. Most recently the Academic Senate Committee on Research Animal Subcommittee submitted a report and recommendations to address broad areas of concern with the current infrastructure and organizational/governance framework of the animal care program at UC Davis.

April 3, 2015

Page 2

The issues and recommendations are generally consistent with previous reports. However, previously broad campus support for a more integrated campus-wide strategy has been difficult to achieve, in part because of issues and recommendations that were not consistent. We are hopeful that through working together, the Senate and Administration can take the recommendations of this report and develop an implementation strategy to move the campus animal care program forward in support of the critically important animal-based research activity across the campus. In the interest of achieving meaningful progress, your efforts should focus on the recommendations contained within the March 2015 Committee on Research Animal Subcommittee report. Other items for which there have been significantly divergent views will be addressed in a subsequent effort, the format and timing of which will be determined later. Therefore, we write to request your service on a joint Senate and Administration task force to develop an implementation plan based on the recommendations of the March 2015 Committee on Research Animal Subcommittee report.

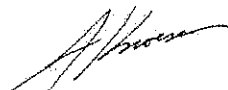
Attached you will find two documents that provide the parameters of your charge: a draft vision document and the above-referenced report. The draft vision document is intended to provide guiding principles and objectives for the implementation plan, and is generally consistent with an earlier report, "Achieving Excellence in the Management of Research and Teaching Animals at UC Davis" (July 2010), that is included as an appendix to the most recent report. The task force should update the vision document as it works through the issues on which there is not agreement. Although that report does not reflect the past few years of discussions regarding animal care on campus and nationally, the model proposed there is offered as a "straw man" model for the implementation group's discussions. In order to enable faculty consultation on the implementation plan this academic year, we request that you transmit the first phase of the proposed implementation plan to us by Friday, May 1, 2015.

Staff from Vice Chancellor Lawlor's office will provide logistical support for the task force and will soon schedule the initial meeting of the task force, which is anticipated to meet weekly through the month of April. We know this effort will require a significant amount of your valuable time, and we thank you in advance for your service in support of this important effort. You need not reply to this letter unless you are unavailable to serve as requested. Thank you.

Sincerely,



Linda P.B. Katehi
Chancellor



André Knoesen
Academic Senate Chair

/am

Attachments

c: Provost and Executive Vice Chancellor Hexter
Executive Director Anderson
Senior Associate Vice Chancellor Ratliff

UC Davis Joint Senate - Administration Teaching and Research Animal Program Task Force



This document is a status update on the deliberations of the Task Force
as of **May 15, 2015**

A copy of this report was sent to a variety of stakeholder groups on May 15, 2015 for review and comment including:

1. The Institutional Animal Care and Use Committee (IACUC)
2. The list-serve of animal care users campus wide (~1500 members) as maintained by the IACUC

Please submit comments to animalprogram@ucdavis.edu
By June 15, 2015

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- ii. Executive Summary**
- iii. Visionary Leader of Animal Care**
- iv. Roles & Responsibility of Key Stakeholders**
- v. Organizational Structure and Governance**
- vi. Implementation Strategy and Timeline**

I. Strategic Vision

UC Davis will establish a comprehensive plan to modernize animal teaching and research facilities, infrastructure and services. This plan will be managed by a respected and highly qualified leader, in collaboration with key stakeholders, who is empowered with adequate resources to achieve clearly defined strategic and operational objectives.

II. Executive Summary

Animal research is the cornerstone of scientific discovery in many research fields and the transference of that knowledge to the classroom is a strong element of academic excellence. The breadth and scale of the animal program at UC Davis is unparalleled to any other academic institution. Our facilities, systems, space, equipment, and infrastructure to sustain this enterprise have grown organically over a century in a manner that parallels other campus support systems. Each unit does its best to optimize its individual operation, yet the campus misses strategic opportunities to proactively align campus resources and academic priorities at the institutional level.

In order to achieve the aspirational goals as outlined in the 2020 Initiative, we must implement a new approach in managing this critical campus activity that honors both the unique attributes of the academic units while allowing for common services and regulatory oversight to be efficiently provided.

The observations and recommendations that follow are the synthesis of much thoughtful work that has transpired over the past 5 – 7 years by various groups. Most recently, the Academic Senate Committee on Research compelled a call to action to position the campus for success in this vital academic endeavor.

In summary, we recommend the following actions:

1. Establish a leadership position (Director) with a clear mandate and resources to drive the program based on established goals. He/she will report to the VC for Finance, Operations & Administration (who is also the university CFO and Institutional Official) and the Vice Chancellor for Research in a matrixed fashion.
2. Develop a comprehensive financial and operational framework for all vivaria, including a uniform rate methodology by species and service level that is transparent and responsive to competitive and affordability demands. The Director will be responsible for driving operational efficiency and securing appropriate institutional investment.
3. Create a multi-year animal facility master plan and capital funding plan to align with institutional academic priorities. This will require a ten year view with committed and substantial resources earmarked for animal care affiliated with teaching and research. This includes giving priority to the planning for new state of the art facilities. *[Note: From prior reports and general stakeholder input there is strong consensus that a new rodent building is required. This Task Force acknowledges that facilities for other species will likely also be needed.]*

4. Establish/codify organizational reporting relationships and stakeholder groups to guide realization of this new operational model.
5. Prepare a detailed roadmap for each of the important components of a successful program with quarterly milestones and specific objectives. The Director and Cabinet (defined Section VI.) is charged with the strategic and operational leadership associated with these items.
6. Establish a proactive and ongoing faculty feedback mechanism on teaching and research requirements.

III. Visionary Leader of Animal Care Program

Because the animal program is decentralized, there needs to be a structured methodology for bringing together the various interests, needs, and priorities among a wide variety of stakeholders. This DOES NOT mean we will endeavor to centralize facilities, rather we will begin to take a comprehensive view of the multiple facets involved such that we can be as resourceful as possible, leveraging synergies, while guarding appropriate customization.

This can only be done by one person having a clear mandate with the authority and resources to implement, refine, and guide the program plan. The respective Vice Chancellors have the combined responsibility for ensuring this person is empowered with appropriate resources secured to enable success.

Ideally, this leader would also serve as the Attending Veterinarian (AV) since the single leader needs to balance all aspects of the program including regulatory, daily operations and long range planning. In the event the successful Director candidate is not a DVM and thus cannot serve as the AV, the appointed AV along with the Director will individually report to the Institutional Official. The IACUC Committee and staff structure remains the same.

First and foremost, this leader needs to be a strong collaborator and effective communicator with the ability to think both short-and long-term. He/she needs to be adaptable and resilient, with strong subject expertise and keen business acumen. Ability to earn trust across a variety of stakeholders is also key.

Following are the important success attributes as identified by the Task Force:

- Collaborator
- Strong communicator
- Business acumen
- Seasoned subject expert
- Strategic
- Hard working
- Visionary
- Change agent
- Good management and organizational skills

- Trustworthy and transparent
- Resilient
- Highly values animal welfare, research, and is mindful of compliance requirements

IV. Roles and Responsibilities of Key Stakeholders

The key stakeholder groups of the animal care program align with the following categories:

COMPLIANCE

Regulatory
Safety
Animal Welfare
Accreditation

MAINTENANCE/OPERATIONS

Facility condition
Standard operating procedures
Personnel administration
Equipment/supply standards

SPACE UTILIZATION

Animal space assignment
Long range space planning
Needs assessment

PLANNING AND FINANCIAL

Rate development/stewardship
Long range capital plan
Infrastructure planning

For each stakeholder, their role can be described as either responsible (R), accountable (A), support (S), consult (C), or inform (I). In addition, because there are many aspects of the animal program that have prescribed regulatory and legal roles, there is an added category to denote the ultimate (U) legal responsible party. A more detailed breakdown can be found in Appendix A.

V. Organizational Structure and Governance

The program needs to be managed to optimize operations along with creating a vision for the future and resulting strategy. The Director and Cabinet will fulfill these responsibilities.

The Cabinet (lead by the Director) is comprised of a wide range of stakeholders. Each stakeholder has equal voice to identify issues and advocate for their respective constituencies but with the

equally important responsibility of finding solutions that balance multiple, and often competing, resource priorities.

1. Attending Veterinarian
2. Capital Planning (Sr. AVC – Campus Planning, Facilities and Safety)
3. Space Planning (Sr. AVC – Campus Planning, Facilities and Safety)
4. Financial Planning (Sr. AVC – Finance and Resource Management)
5. IACUC Chair
6. IACUC Administrator (Sr. AVC – Campus Planning, Facilities and Safety)
7. Campus Facilities Management (Sr. AVC – Campus Planning, Facilities and Safety)
8. Office of Research representative
9. User group representative by selected animal species (rodent, small animal, biomedical large animal, agricultural animal, fish/aquatics)
10. Faculty advisory representatives inclusive of teaching and research

The Cabinet advises and reports to the Director in managing all facets of the animal care program and has close linkages across both the VC-CFO organization and the VCR organization.

VI. Implementation Strategy & Timeline

Task Force Activities

April 6, 2015	Task Force Charged
May 15, 2015	Task Force Implementation Draft Report, Phase 1
May 15 through June 15	Implementation report circulated for consultation and feedback
June 15 to June 30	Task Force Implementation Final Report, Phase 1
June 30, 2015	Task Force Report submitted to Chancellor

Tentative Implementation Timeline

July 15, 2015	Director Search launched (position posted)
Sep 1-Mar 31, 2016	Financial structure including rate management Starting in September key stakeholders from across the university will be assembled in a task force to create a uniform Financial Structure for Animal Programs University Wide based on like species and service level. [Service level denotes variation of animal type, biosecurity requirements and husbandry based on established standards as set by the AV]. This task force will be charged with delivering a paper which covers two key areas: 1) Facility Construction, Operation, and Maintenance Funding while appropriately reserving for future capital renewal, 2) Cost Driver Rates appropriate to the diversity, scale, and distribution of facilities. The group will be charged with thoughtfully

considering how to best transition from the current state to a future rate basis.

December 31, 2015

Director hired

Jan 1 – June 30, 2016

Assessment of Programmatic Needs

A consultant will be engaged to meet with key stakeholders of Animal related programs UCD wide. The deliverable is a report that characterizes current and planned programmatic (research and teaching) activities; a gap analysis concerning facility condition and support/procedure space vs. desired; and proposed prioritization schema considering a ten year time-horizon.

July 1- December 31, 2016

Creation of a Facilities Master Plan

Upon receipt of the programmatic assessment the Cabinet (with others engaged) will work to create a master plan for facilities. Additional work will be undertaken to create and update a facilities management plan.

Appendix A

UC Davis Teaching and Research Animal Program Role and Responsibility Matrix

		DRAFT					DRAFT			DRAFT					
		STAKEHOLDERS													
Program Elements		ACADEMIC PROGRAM						REGULATORY			OPERATIONAL				
	Director	Academic Senate	Individual PI	Deans	Faculty Advisory	User Group by Species	Office of Research	Institutional Official	IACUC	Attending Vet	Facilities Mgmt	Vivarium Mgmt	Capital Planning	Budget Planning	Safety Services
	COMPLIANCE														
	Regulatory	I	R	C	C		S	U	AU	AU	S	S	S	S	R
	Safety	I	R	C	C			U	AU	AU	R	R	S	S	R
	Animal welfare	I	R	C	C		C	U	AU	AU	R	R	S		S
	Accreditation	I	R	C	C		C	U	AU	AU	R	R	S		R
	MAINTENANCE/OPERATIONS														
	Facility condition	R	I	C	R			U	R	A	S	R	R	R	R
	Standard operating procedures	R	I	C		C		U	R	A	S	R			R
	Personnel administration	R	I	C	R			U	R	A	S	R			R
	Equipment/supply standards	R	I	C		C		U	R	A	S	R	R	R	R
	SPACE UTILIZATION														
	Animal space assignment														
	Long range space planning														
	Needs assessment														
	PLANNING AND FINANCIAL														
	Rate development/stewardship														
	Long range capital plan														
	Infrastructure planning														

DRAFT AS OF 5/15/15

BYLAWS OF THE GRADUATE SCHOOL OF MANAGEMENT UNIVERSITY OF CALIFORNIA, DAVIS

ARTICLE I. NAME OF ORGANIZATION

The name of this organization is the Graduate School of Management, University of California, Davis (hereafter, the School).

ARTICLE II. PURPOSE OF ORGANIZATION

The purpose of this organization is to be a leader in management research and education, and to pursue significance, excellence and scholarly rigor in research, graduate and undergraduate management teaching, and service to the people of California.

ARTICLE III. MEMBERS

III.1. Faculty

The faculty of the School shall consist of

- a. the President of the University of California;
- b. the Chief Campus Officer of the Davis campus;
- c. the Dean of Graduate Studies of the Davis campus;
- d. the Dean of the Graduate School of Management (hereafter, the Dean);
- e. all members of the Academic Senate who are members of the Graduate School of Management.

III.2. Voting Faculty

Voting rights and their extension are governed by *Academic Senate Bylaws SBL 55B, 55C, and 55D*. These provisions apply to voting on legislation before the Faculty and its committees. Except as modified by the provisions of *Academic Senate Bylaw 55*, members of the Faculty who are not entitled to vote retain the right to participate fully in meetings except during consideration of personnel actions.

III.3. School Policies

The faculty shall determine the institutional policies of the School, and those policies shall be stated in the *Bylaws* and in the *Policies and Procedures for Curriculum and Student Affairs*.

ARTICLE IV. OFFICERS

IV.1. Term of Office

Unless otherwise noted, the term of office for all officers specified under Part IV of these bylaws shall be one year. Officers shall serve from September 1 through the following August 31, or, in the case of replacement, from the date of appointment through the following August 31.

IV.2. Chair

The Chair of the Faculty shall preside over all meetings of the Faculty, shall serve as member and Chair of the Executive Committee, and have other secondary duties as the Faculty shall direct.

IV.3. Vice-Chair/Secretary

The Faculty shall elect annually a Vice-Chair during the spring term according to the provisions of Bylaw VI.1.a. The Vice-Chair shall also serve as the Secretary of the Faculty, and as a member of the Executive Committee. The Vice-Chair will serve as Chair in the absence of the Chair. The Vice-Chair shall automatically assume office as Chair upon the occurrence of a vacancy in that office or the completion of his or her term of service as Vice-Chair.

IV.4. Replacement

If a vacancy in the office of Vice-Chair/Secretary should occur, an election will be held within four weeks to select a replacement according to the provisions of Bylaw VI.1.a.

ARTICLE V. MEETINGS

V.1. Regular Meeting

The faculty shall meet at least once each quarter during the academic year. At least one fall quarter meeting shall be held during the month of October.

V.2. Special Meeting

The Faculty may meet at such other times as called by the Chair. In addition, upon written request of five members of the Faculty to the Secretary, a special meeting must be called within ten instructional days of receipt of the request. In case of delay

in electing the Chair, the immediate Past Chair of the Faculty of the School is empowered to call meetings of the Faculty and to serve as Chair pro tempore.

V.3. Attendance and Quorum

It is generally expected that all voting faculty shall attend faculty meetings. Only members of the faculty may be present at faculty meetings during consideration of student petitions for reinstatement, student disciplinary matters, and matters determined to be strictly confidential by the Chair. Guests may be present at other times by the invitation by the Chair. Upon objection, a majority vote is required to allow a guest to be present. A quorum shall consist of a majority of the voting faculty.

V.4. Meeting Agenda

At least five instructional days before a faculty meeting, other than a special meeting, the Chair shall give the faculty and others entitled to attend copies of the agenda and of committee reports and like documents that shall be discussed at the meeting. The agenda shall consist of the following items in this order: minutes of the last meeting, reports of officers, committee reports, unfinished business, and new business. Additional items may be placed on the agenda upon the written request of three voting faculty members, and the revised agenda shall be distributed no less than two instructional days before the meeting.

V.5. Voting

- a. A majority vote means more than half of the votes cast by the voting faculty. An abstention is not a vote cast.
- b. Ordinarily, votes shall be cast by voice or show of hands, but any faculty member eligible to vote may require that a vote on a matter be taken by secret ballot.
- c. A member may provide another member with a written proxy for a particular meeting or agenda item.

V.6. Amendment of Bylaws and Policies and Procedures

- a. These *Bylaws* may be added to, amended, or replaced at any regular or special meeting by a two-thirds vote of all the voting members of the faculty present, provided that written notice shall be sent to all members as prescribed in *Davis Division Bylaw 180*. No change shall be made in the *Bylaws* that is inconsistent with the Code of the Academic Senate.
- b. The *Policies and Procedures for Curriculum and Student Affairs* may be added to, amended, or repealed by a majority vote of all the voting members of the faculty,

provided written notice shall have been sent to all members as prescribed in *Davis Division Bylaw 180*. No change shall be made in the *Policies and Procedures* that is inconsistent with the *Code of the Academic Senate*.

V.7. Procedure

Questions of procedure that are not governed by the *Bylaws Policies and Procedures for Curriculum and Student Affairs* shall be resolved by Robert's Rules of Order, Ninth Edition (1990).

ARTICLE VI. COMMITTEES AND ADVISORS

Members of standing committees shall take office on the day the fall term officially begins, or on the date of appointment in the case of a replacement, and shall serve until the beginning of the following fall term.

The voting privileges on all committees shall be in accordance with *Davis Division Bylaw 28*, particularly paragraph (E) that restricts voting to Senate members on many actions and paragraph (C), which generally prohibits Senate members with certain administrative titles from voting.

VI.1. Executive Committee

- a. The Executive Committee shall consist of three elected ladder rank faculty members and the Dean, *ex officio* (non voting). The election shall be by secret ballot administered each spring by the current Chair. For a candidate to appear on the ballot, he or she shall be nominated by a ladder-rank faculty member (including self-nomination). It shall be determined whether the candidate is willing to serve a two-year term (to confirm eligibility for election to officer vacancies), or for a one-year term (for non-officer vacancies), and this information shall be indicated on the ballot. Faculty may cast as many votes as there are vacant positions, and should cast at least one vote for a candidate who is eligible to fill an officer position. In cases where there is a sitting Vice-Chair, the officer-eligible candidate with the largest number of votes is elected the incoming Vice-Chair/Secretary, and the remaining positions are filled according to the largest number of votes, with all ties being broken by lot. In cases where there is no sitting Vice-Chair elected under these bylaws, the incoming Chair and Vice-Chair/Secretary positions, respectively, are filled from among the officer-eligible candidates according to the largest number of votes, with all ties being broken by lot. Any non-officer elected member who is unable to complete his or her term will be replaced by a vote of the remaining elected members.

- b. The Executive Committee shall meet as necessary, but at least once per academic term year before the October faculty meeting.
- c. The Executive Committee shall receive requests that may require committee action and direct such requests to the appropriate committee(s).
- d. At least half of the membership, excluding vacancies noted in the records of the Secretary, shall constitute a quorum for the transaction of business by the Executive Committee.
- e. The Executive Committee shall submit to the faculty each year, at the regular meeting in October, nominations for the members and chairs of all standing committees of the Faculty. The Faculty shall either elect those nominated or make additional nominations from the floor. If additional nominations are made, election for the respective committees shall be by secret ballot at this meeting. The Executive Committee shall appoint members to fill any vacancies occurring during the year.
- f. The Executive Committee shall appoint members to and designate the Chair of special committees as may be authorized by the Faculty.
- g. The Executive Committee shall consider administrative matters referred to it by the Dean.
- h. The Secretary shall provide the Faculty with written minutes of each Executive Committee meeting within ten instructional days. These minutes shall clearly describe all actions taken by the Executive Committee, and may be distributed electronically.
- i. In the event of a tie vote on matters requiring a vote of the executive committee, the decision shall rest with the chair or acting chair.

VI.2. Standing Committees

- a. The Educational Policy and Curriculum Committee shall advise the faculty and the Dean on changes in the curriculum and other matters of educational policy referred to it by the faculty or Dean. The Educational Policy and Curriculum Committee also shall assist the Graduate Advisor for student affairs as appointed by the Dean of Graduate Studies in determining when students are no longer in academic good standing or academically disqualified from the School, and shall hear and determine petitions from academically disqualified students. This committee shall consist of the Graduate Advisor for student affairs and the Associate Dean as ex officio members, and at least three other faculty members and two student members.

- b. The Faculty Recruitment Committee shall advise the Faculty and Dean on prospective faculty appointments. The committee shall, by majority vote, approve visiting professors and lecturers for up to a one-year term. The committee will consist of at least five faculty members.
- c. The Student Admissions Committee shall select the students who enter the programs offered by the School pursuant to the policies and procedures approved by the faculty. This committee shall consist of the Graduate Advisor for admissions, the Undergraduate Advisor for admissions and student affairs, and at least two other faculty members and two student members. An assistant dean of student services shall be included as an ex officio member.
- d. The Departmental Academic Review Committee shall comprise all tenured faculty members of the School. This committee shall be the source of members of ad hoc committees appointed by the Associate Dean to prepare a preliminary draft of the departmental letter in accordance with the guidelines approved by the Departmental Academic Review Committee and described in the School's *Procedures and Guidelines for GSM Personnel Actions*.
- e. The Committee on Research shall administer policy regarding research seminars and Ph. D. programs and shall advise the faculty on matters related to research. The committee shall also recommend selection from among competing proposals when necessary. The committee shall consist of a maximum of five faculty members.
- f. The Undergraduate Programs Committee shall recommend policy regarding programs offered by the School to undergraduates. This committee shall consist of a program director and at least three other faculty members.
- g. The Committee on Courses shall form, disseminate, and apply procedures for approval of new courses. The committee will consist of 3 faculty members, one of whom shall serve as chair, and the Associate Dean for Instruction.

The Committee will consider requests for special administrative treatment of a course, such as enrollment limits, that are based on pedagogy and make recommendations to the administration.

- h. The Computing and IT Committee shall formulate and administer policy for ensuring computing support for faculty research and teaching, and for determining whether such support should be provided via GSM resources, University resources, or be outsourced. The committee will consist of 3 faculty members and the GSM Computing Services Manager.
- i. Because diversity is an important part of the mission of the University of California Davis and the Graduate School of Management, the Diversity

Committee—consisting of three faculty members, one student representative, and the chief diversity officer— advises the Dean and Faculty on issues and initiatives that strive to achieve both diversity and excellence in students, staff, and faculty. “Diversity” should be interpreted in the broadest sense and encompass differences including but not limited to ethnicity, race, gender, gender identity, sexual orientation, caste, religion, geographic location, socio-economic status, and physical challenges.

Approved by the Faculty of the Graduate School of Management (date):

January 28, 2015

Reviewed by the Committee of Elections, Rules, and Jurisdiction (date):

December 2, 2014

Approved by UC Davis Representative Assembly (date):
