

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

*Thursday, October 16, 2008*

2:10 – 4:00 p.m.

Memorial Union, MU II

**DRAFT UNTIL APPROVED**

Page No.

1. Transcript of the June 6, 2008 Meeting

3

**Motion: To approve**

**Action: Unanimously approved**

**Item 11a moved to the top of the agenda**

**Action: General consent given**

a. Resolution: Interim Appointment to Campus Leadership Positions

202

**Motion: “I move that the Resolution on Interim Appointments be recommitted to the Executive Council with instructions for the Executive Council to consult with the Chancellor, to convey to the Chancellor the tenor of the concerns expressed by the Representative Assembly, and to report back at the next meeting of the Representative Assembly.”**

**Action: Discussion ensued, the question was called, seconded and passed.**

**Vote: Calling the question: 40 – 5, 1 Abstention.**

**Vote: On the motion: 32 – 15, 3 Abstentions.**

**Motion passes.**

**It was also brought to the attention of the Assembly that the next meeting of the Representative Assembly will be on February 24, 2009 (at which time the Chancellor is scheduled to present his State of the Campus Address) unless a special meeting is called before that time. (This is specified in Bylaw 20 of the academic senate).**

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 Divisional Chair – Robert Powell

b. Library Task Force Report – Library Committee Representative

6

Annual Reports for Discussion:

c. Annual Report of the Committee on Academic Personnel –

\*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.

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i. Oversight Committee	
	<b>Bill Casey Presented. Also introduced report by Colin Cameron &amp; Robert Feenstra, “Salaries at the University of California, Davis in Comparison with other UC Campuses.” There was a correction to one of the slides being presented. Slide #4 of the presentation should have “Off-Scale Salary in Dollars” on the left of the graph instead of “Above-Scale Salary in Dollars.”</b>
ii. Appellate Committee	34
d. Annual Report of the Committee on Courses of Instruction	37
	<b>A point was made to the Assembly that the campus is best served when the entire committee reviews all courses.</b>
e. Annual Report of the Committee on Elections, Rules and Jurisdiction	
f. Annual Report of the Graduate Council	55
g. Annual Report of the Committee on Research	78
h. Annual Report of the Undergraduate Council – General Education	83
<i>Annual Reports on Consent Calendar:</i>	
i. *Annual Report of the Committee on Academic Freedom and Responsibility	100
j. *Annual Report of the Committee on Admissions and Enrollment (not available)	
k. *Annual Report of the Committee on Affirmative Action and Diversity	102
l. *Annual Report of the Committee on Committees	107
m. *Annual Report of the Committee on Distinguished Teaching Awards	111
n. *Annual Report of the Emeriti Committee	113
o. *Annual Report of the Executive Council (hand-out)	
p. *Annual Report of the Faculty Research Lecture Award Committee	116
q. *Annual Report of the Committee on Faculty Welfare	117
r. *Annual Report of the Grade Changes Committee	120
s. *Annual Report of the Committee on International Studies and Exchanges	121
t. *Annual Report of the Joint Academic Federation/Senate Personnel	129
u. *Annual Report of the Library Committee	139
v. *Annual Report of the Committee on Planning and Budget	141
w. *Annual Report of the Committee on Privilege and Tenure	152
x. *Annual Report of the Committee on Public Service	154

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| y. *Annual Report of the Committee on Student-Faculty Relationships                  | 156 |
| z. *Annual Report of the Committee on Transportation and Parking (not available)     |     |
| aa. *Annual Report of the Undergraduate Council                                      | 165 |
| i. Annual Report of the Committee on Preparatory Education                           | 184 |
| ii. Annual Report of the Committee on Special Academic Programs                      | 186 |
| iii. Annual Report of the Committee on Undergraduate Instruction and Program Review  | 188 |
| bb. *Annual Report of the Committee on Undergraduate Scholarships, Honors and Prizes |     |

**Motion: To approve all the Annual Reports**

**Action: Unanimously approved**

- |   |     |
|---|-----|
| 7. Reports of standing committees                                 | 190 |
| 8. Petitions of Students  |     |
| 9. Unfinished Business  |     |
| 10. University and Faculty Welfare                                |     |
| a. UCOP proposal for outsourcing of UCRP                          | 192 |
| 11. New Business  |     |
| a. Resolution: Interim Appointment to Campus Leadership Positions | 202 |
| b.  |     |

**\*Handouts (added to the transcript of the meeting)**

- 1. CIT Annual report & added to consent calendar**
- 2. AS Exec. Council Annual Report**
- 3. CAPOC PowerPoint slide copies**
- 4. “Salaries at the University of California, Davis in Comparison with other UC Campuses.” Report by A. Colin Cameron & Robert C. Feenstra.**

**Motion: To adjourn**

**Action: Unanimously approved**

Don C. Price, Secretary  
Representative Assembly of the  
Davis Division of the Academic Senate

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**Annual Report: Academic Year 2007-2008  
Davis Division: Academic Senate**

**Committee on Information Technology**

Total Meetings: Three	Meeting frequency: Quarterly	Average hours of committee work each week:
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Total proposals Reviewed: Three (courses, proposals, cases, etc.)	Total of reviewed proposals deferred from the previous year -- None	Total proposals deferred to the coming academic year – (1) online course evaluations.
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Listing of bylaw changes proposed:

**None**

Listing of committee policies established or revised:

**None**

Issues considered by the committee

(1) The committee provided to the Chair of the Academic Senate an evaluation of the official report by the system-wide UCD Information Technology Guidance Committee (ITGC). (2) The Committee participated in the Vice-Provost's Information Technology Road Map Committee, which issued a report that outlined strategically important IT investments. (3) The Committee considered the SmartSite system rollout and provided advice to that project's leadership regarding how to optimize rollout of that system within the campus. (4) The committee considered a strategic planning process undertaken by campus administration regarding administrative IT systems. (5) The committee considered the MyInfoVault system being implemented within the campus and provided that project's leadership with advice regarding maintaining the privacy of faculty information and ensuring a continued trust relationship with the faculty on information privacy. (6) Faculty online evaluations were discussed by the Committee but a final recommendation was not achieved before the conclusion of the Committee's year.

Recommended procedural or policy changes for the coming year: The committee recommends that the membership of the CIT be increased by 2-3 members. The committee, to be most effective, must engage various IT projects and organizations throughout the campus. In order to do so, the committee must increase participants in order to maintain a reasonable work load for each committee member.

**Committee's narrative:**

The Committee on Information Technology (CIT), in its second year of existence, undertook a more active role within the campus IT community. In order to optimally represent the faculty on IT matters, the Committee felt it ideally should attempt to "prevent" problems rather than "react" to them. In keeping with this objective, the Committee engaged with a number of campus committees and groups engaged in information technology projects.

The Committee participated in the UC Davis Campus Council for Information Technology (CCFIT), which met approximately six (6) times throughout the year and considered several strategically important issues such as campus plans for wireless networking, the SmartSite system rollout, MyInfoVault, MyTravel, and the administrative IT systems strategic plan. The Committee also participated in the UC-wide Information Technology and Telecommunications Policy Committee (ITTP), which met twice.

The Committee participated directly with the SmartSite and MyInfoVault projects, meeting with project personnel and providing advice and being available for consultation on matters that impact the faculty. In these interactions, the Committee representatives who participated stressed three key issues: (1) the appropriate safeguarding of faculty's information (privacy); (2) the impact of changes in workflow instituted by an electronic system and how this often adversely impacts the workload on faculty (pushing work outward rather than actually reducing it); and (3) the need to verify original assumptions about savings in personnel or funding for each project as they are completed (post implementation reviews).

The Committee participated in the Chancellor's Fall Conference Action Plan Committee formed by Vice Provost Siegel, the UC Davis Chief Information Officer (CIO). The Fall Conference Action Plan committee's charge was to develop a concise 5-year vision document based on the Fall Conference report and recommendations. The CFCAP Report provides a specific set of follow-up recommendations on IT investments and prioritization mechanisms for the UC Davis Campus. The report can be found here:

<http://vpviet.ucdavis.edu/fallconference.cfm>

The Committee devoted significant effort opining on the UC Information Technology Guidance Committee's (ITGC) Report published by the system-wide ITGC. The ITGC was formed January 2006 and consists of University faculty, academic and business leaders, librarians, and chief information officers. The ITGC was charged by UC Provost Rory Hume to engage in a consultative UC-wide planning process to form recommendations to guide investments in information technology. During 2007, the ITGC representatives met with members of the UC Davis Community. The CIT, a nascent committee at the time, was involved in these meetings through membership in CCFIT. The Committee undertook a review of the final report and provided several observations and

recommendations to the UC Davis Division. These were outlined in a letter from the UC Davis Provost to Provost Hume in July 2007. Both the letter and final ITGC report are enclosed.

The Committee concluded its year by meeting with the MyInfoVault project leadership and discussing several items including issues revolving around privacy of information. The Committee suggested the project develop a “privacy statement” and policies regarding the use of faculty information. Furthermore, the Committee strongly recommended that the MyInfoVault commit itself to primarily using the information contained within that system for the purposes of faculty promotion processes, and requests for alternate uses be subject to an “opt in” mechanism for the faculty (not an opt-out default position). Furthermore, the Committee strongly felt that the information contained in MyInfoVault is subject to the confidentiality rules currently applied to personnel actions, even if some of the information within that system is technically “public”. MyInfoVault leadership acknowledged this and assured the Committee that requests for “public information” contained with MyInfoVault would be re-directed to sources of that public information, and that MyInfoVault would not be the source of that information. The Committee also suggested that MyInfoVault form a ‘privacy and data sharing’ committee that vets requests for information and that any internal requestors be subject to the confidentiality and privacy rules that apply to personnel actions.

Respectfully submitted,

Michael A.Hogarth, Chair  
Giulia Galli  
Robert Irwin  
Niels Gronbech Jensen  
Felix Wu  
Peter Siegel (Ex-Officio)  
Nancy Kilpatrick, Analyst, Academic Senate Office



July 2, 2007

To: Provost Hume  
Chair, Information Technology Guidance Committee

Re: ITGC Interim Report

The IT Guidance Committee is to be commended for its thoughtful and informative interim report; its members clearly worked hard and consistently to address a significant set of important issues. A number of the concepts and principles outlined in the document resonate well with UC Davis. Bringing together the complementary strengths of the UC system's ten campuses; encouraging the sharing of solutions through multi-campus initiatives; finding ways of better serving the people of California; and developing a more coordinated approach to UC investments in information technology – these are principles that UC Davis fully embraces.

While we generally support the concepts and principles outlined in the ITGC materials, UC Davis is not in a position at this time to endorse the recommendations put forth. The timing of the release of the ITGC materials does not make possible the thoughtful and deliberate discussion we expect to hold with our community members, precisely because the issues identified are of such importance. Earlier this spring, we had mapped out a formal plan to engage the UC Davis campus community in a systematic way – by establishing expert working groups to review the materials developed in the three main areas of focus, and by allowing sufficient time, before the end of the academic year, for broad faculty and community input. This plan had been discussed with our Campus Council for Information Technology, the Administration, and the Senate, and we were (and are) looking forward to this engaged, deliberative process. To hold a more concentrated process without that broad engagement of the faculty community cannot help us achieve the significant goals that the ITGC vision lays out. The recently-established UC Davis Academic Senate Committee on Information Technology has held a preliminary discussion of the ITGC review process and concurs with these findings.

We appreciate the consequences that decisions related to these ITGC recommendations are expected to have on the UC system and on the individual campuses, and we believe that UC Davis has much to contribute in support of the ITGC vision. There are in fact a number of smaller initiatives and key themes in the report that seem quite meritorious, some of which are already under way in some form at several campuses (e.g., preparing for the possibility of a UC grid, optimizing the use of IT in support of the student experience, and others). We would recommend that the UC-wide Information

Technology Leadership Council work to identify those well-developed and naturally synergistic ideas, and with appropriate documentation and campus review, move those ahead now through existing processes.

In addition to remaining actively involved in this process through the ITLC, UC Davis will initiate a careful campus review of the recommendations early this fall to be completed by December 2007. By then our faculty will be back from their summer hiatus and we will be able to engage them in a substantive way. Through the fall campus review process, we plan to carefully examine the recommendations made in the ITGC report, we will identify areas of primary relevance and interest to UC Davis, and we will outline significant issues that are not addressed by the recommendations.

We look forward to sharing UC Davis's thoughtful and deliberate response to the IT Guidance Committee interim report recommendations, and we welcome any further programmatic and funding details you might be able to share with us as we prepare for our fall consultation process.

Sincerely,

A handwritten signature in black ink, appearing to read "Barbara Horwitz". The signature is fluid and cursive, with a large, sweeping initial "B".

Barbara Horwitz  
Interim Provost and Executive Vice Chancellor

Cc:

Linda Bisson, Academic Senate Chair  
Mike Hogarth, Academic Senate IT Committee Chair  
Marilyn Sharrow, University Librarian  
Peter M. Siegel, CIO and Vice Provost-IET  
Peter Yellowlees, ITGC Liaison

# **Creating a UC Cyberinfrastructure**

REPORT OF THE UNIVERSITY OF CALIFORNIA

**Information Technology Guidance Committee**



December 2007



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*With the University engaged in long-term strategic planning through the President's Long-Range Guidance Team and my complementary UC-wide Academic Planning Process, there is no better time to focus Universitywide attention on the development of an information technology infrastructure that supports and integrates the University's academic and administrative activities.*

*To cost-effectively support UC's continued eminence, our long-term IT requirements and investments must closely align with and support campus and UC-wide goals in all areas, including research, teaching, student life, faculty and student recruitment and retention, development, public service, and administration. While most of the responsibility for achieving this alignment rests with the campuses, there are clearly opportunities at the UC-wide level to leverage campus and UC-wide investments, foster campus distinctiveness, enhance the University's competitive position, and avoid duplicative expenditures. The IT Guidance Committee process affords a welcome opportunity to cultivate a campus/UC-wide partnership to guide UC's strategic investment in a rapidly evolving information technology environment.*

Wyatt R. Hume  
Provost and Chief Operating Officer,  
University of California, Office of the President

## Executive Summary

In January 2006, the Information Technology Guidance Committee (ITGC), a group of University faculty, academic and business leaders, librarians, and chief information officers was charged by UC Provost Rory Hume to engage in a consultative, UC-wide planning process to identify and recommend strategic directions to guide investments in information technology (IT) and the academic information environment. The formation of this committee recognized the increasingly important role that IT plays in sustaining and enhancing the University's academic quality and competitiveness, as well as ensuring essential business effectiveness and efficiencies. Vice Provost of Academic Information & Strategic Services Dan Greenstein and Associate Vice President & Chief Information Officer Kristine Hafner served as ITGC co-conveners.

Through the creation of issue-focused work groups with broad campus representation, the ITGC offered a forum to explore how strategic investments in information technology and systems will advance the University's academic mission. (The scope of the ITGC did not include UC's five medical centers or the national labs, although continued partnerships among the campuses and their IT organizations are crucial). A wide range of campus and UC-wide groups provided input throughout the ITGC planning process (two rounds of campus visits were conducted), and this report's recommendations reflect this extensive consultation within the community.

The report echoes throughout the need for the University of California to harness the strengths of its ten distinctive campuses. It identifies opportunities to collaborate and co-invest in a UC information technology "cyberinfrastructure" that avoids redundant or incompatible solutions to the University's pressing IT needs. It proposes a foundation in support of research, scholarship and instruction across the campuses, via a shared platform of essential IT infrastructure and services.

The report is also an invitation to UC's IT leaders to play an expanded role in partnership with campus academic and administrative leaders to identify UC-wide IT priorities and mobilize to address them. UC's future IT initiatives must be shaped by systematic planning, collaboration and sharing of best practices and expertise in order to succeed in an environment of eroding public support and increased expectations of IT.

The University's institutional road map increasingly calls for technology-enabled services in every area of our mission. Investment in IT at the institutional level must be considered as fundamental as other infrastructure investments — a part of the cost of doing business for any research university. At the University of California, our local, state, national and global competitive strengths depend directly on our ability to plan for and deploy information technology for strategic advantage.

## *Summary of Recommendations*

The recommendations in this report are organized in three categories: The Way Forward, Infrastructure and Services.

### THE WAY FORWARD

- Acknowledging the critical systemwide role of the IT Leadership Council (ITLC), which consists of Chief Information Officers from the campuses, medical centers and Lawrence Berkeley National Laboratory, the ITGC believes the ITLC should be recognized as the UC-wide IT governance body. The ITLC should work in close collaboration with academic and administrative leaders at both the campus and systemwide levels.
- The ITGC emphasizes the necessity to fund information technology as critical infrastructure, and to change current funding models to provide sustainable, renewable funding.
- Collaboration is the way forward. To advance and leverage IT initiatives UC-wide, a variety of proven collaboration models are required, including multi-campus initiatives, functional collaborations and system-led initiatives.

### INFRASTRUCTURE

- The University must invest in updating UC's network infrastructure, by connecting all UC institutions to the robust backbone network operated by the Corporation for Education Network Initiatives in California (CENIC) and by continually expanding network bandwidth and computing capabilities to anticipate growing faculty and researcher demand.
- The University must employ cost-effective and environmentally sound practices for the management of current data center infrastructure. To assess and address future needs and challenges, we must develop a new blueprint for providing scalable data center services to the UC community, services designed to leverage investments to accommodate future growth in computing demands.
- The University should deploy IT infrastructure, tools and services to support collaboration within the UC community.

### SERVICES

- The University should build upon the current UC Research Grid prototype to create and deliver reliable, robust high-performance computing services and tools to research faculty who do not need (or cannot afford) to manage their own separate computing facilities.
- The University should create the capacity to manage scholarly digital assets in part by adopting strategies to ensure that the information produced in the course of research and instruction is effectively secured, managed, preserved and made available for appropriate use by others.
- The University should cultivate organizational leadership for instructional and student technology to guide and facilitate campuses working together to explore models for providing learners with enhanced and new IT-enabled educational opportunities.

#### **Related Efforts:**

Finally, this report acknowledges several arenas in which information technology will open new doors to business efficiency as well as provide innovative solutions to maintaining the breadth and scope of academic program offerings in a climate of competing and diminishing resources.

## Vision/Role of Information Technology in UC's Future Success

*“The University of California of 2025... is a university that holds true to its mission of teaching, research and public service by maintaining the quality of its world-class faculty, the foundation on which a great teaching and research university is built; by providing access by developing new modes of delivering instruction, expanding its infrastructure and ensuring affordability to all segments of California’s population, including middle-income families; and by expanding its reach into California’s communities through its health services, agriculture extension, academic preparation and other public service initiatives.”*

— Report of the President’s Long-Range Guidance Team, 2006

As California’s public research university, with roots deep in the land-grant mission of its founding, the University of California of 2025 will be dedicated to nurturing the talent of California’s people, pushing the boundaries of global innovation and discovery, and creating solutions for the social, economic, environmental and health challenges of California that are at the heart of the University’s work. This is the vision of the President’s Long-Range Guidance Team (LRGT), which in late 2006 published its report “UC 2025: The Power and Promise of 10” about how UC can continue to meet the needs of the people of California.

Through the LRGT process and recent academic and administrative reviews, the University is being called upon to reinvigorate its commitment to serve the people of California and set a course for continued excellence for research and education in the 21st century.

Yet the University of California of today must contend with some daunting and immediate challenges. The University is being asked to do more with less, and to anticipate and proactively prepare for the future, all while faced with a reduction in state funding and other shifting external pressures.

The LRGT recommends that UC operate as a system that works as one university and leverages the strengths of its ten campuses for the benefit of all. It is clear that UC must adopt new models for working together across the system to maintain UC’s global reputation for excellence, its place on the cutting edge of knowledge and creativity, and its relevance to the pressing needs facing California and its people.

Information technology is critical to UC’s success in this future. It presents unprecedented opportunities for collaboration and coordination across traditional geographic and cultural boundaries. Strategic coordinated investments in IT can facilitate collaborative action across the UC campuses and increase the ability to offer high-quality services that advance our teaching, research and public service missions.

Information Technology is also changing the nature of the University itself — how we teach, learn and work is increasingly reliant on IT tools and services. For example:

- High-performance research computing makes it possible to collect data from remote experimental equipment, analyze that data with tools running on specialized computer clusters around the world and deliver it to researchers' desktops anywhere in the University. These capabilities help keep UC at the forefront of research by increasing the efficiency and effectiveness of research activities and facilitating collaborations among research groups around the world (for example, in predicting and analyzing earthquakes and assessing climate change effects on air quality).
- Learning is no longer bound by the constraints of the classroom. Internet-based collaboration and communication tools enable faculty to create new learning opportunities for students, as well as provide convenient access to learning materials from anywhere, at anytime. (For example, UC now offers an online course in Arabic, whose enrollment is open to students from all UC campuses.)
- Libraries have made great strides in leveraging IT to extend the reach of their services. Patrons can discover and access library collections at any time from any location with an Internet connection. UC's California Digital Library has been a pioneer and world leader in providing these types of services.
- Health care is also leveraging IT. Telehealth programs use high-speed networks to provide UC's world-class health care to people who live in rural and other under-served areas.

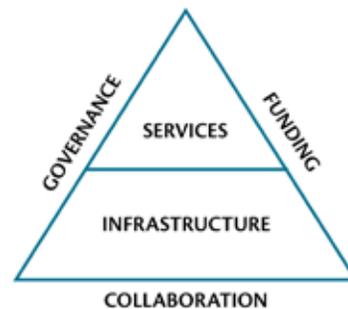
Development of a University of California cyberinfrastructure is critical to our success in tapping this potential. It is a fundamental element on which all innovations in teaching, research and public service will increasingly rely. Working together to develop a UC-wide cyberinfrastructure will result in our ability to improve the quality and expand the number of IT services available to the entire UC community.

The ITGC envisions the UC cyberinfrastructure as a shared and distributed information infrastructure — encompassing the network, data centers, services, funding, governance and personnel — that supports academic and administrative functions across the university.

Developing a UC-wide cyberinfrastructure requires new models for funding IT and working together. Stable funding mechanisms, an ongoing governance body and collaboration across campuses and functional groups, are fundamental to moving this vision forward.

To succeed now and in the future, UC must plan for and invest in IT infrastructure as it does (or should) in physical infrastructure, such as power plants, classrooms, libraries and laboratories.

Creating a UC Cyberinfrastructure



## Recommendations

The recommendations put forth in this report cover a wide range of information technology investments, from platforms and systems to services and organizational structures that support UC in its mission of teaching, research and public service. Collectively they represent the initial building blocks of a UC-wide cyberinfrastructure, comprising several components:

- **Governance, Funding and Collaboration** to identify strategic investments and develop coordinated solutions.
- The **Infrastructure**, which is the foundation on which all IT systems and services rely.
- **Services**, which empower faculty, students and staff to be innovative in their teaching, learning and work.

These proposals move the University toward the goal of providing the UC community with universal access to those IT resources that are necessary to ensure future competitive advantage in the information-based environment in which we operate.

In addition, the ITGC has proposed principles for addressing administrative and business systems, which, in recent years, have been especially important to the University and hold great potential for realizing efficiencies by adopting common approaches across campuses.

These proposals, although offered by the ITGC, will be incorporated into an ongoing UC-wide governance process, under the guidance and leadership of the IT Leadership Council (ITLC). The ITLC will be responsible for their evaluation and implementation, as well as for providing guidance on emerging needs and initiatives.

*“At the heart of the cyberinfrastructure vision is the development of a cultural community that supports peer-to-peer collaboration and new modes of education based upon broad and open access to leadership computing; data and information resources; online instruments and observatories; and visualization and collaboration services.*

*Cyberinfrastructure enables distributed knowledge communities that collaborate and communicate across disciplines, distances and cultures. These research and education communities extend beyond traditional brick-and-mortar facilities, becoming virtual organizations that transcend geographic and institutional boundaries. This vision is new, exciting and bold.”*

— Arden L. Bement, Jr., Director of the National Science Foundation;  
in “NSF’S CYBERINFRASTRUCTURE VISION FOR 21ST CENTURY DISCOVERY,” March 2007

## THE WAY FORWARD

*“... greater attention to planning, information sharing and the adoption of standard practices that enable local efforts to be harnessed to and benefit from the greater good, and crucially, the identification of systemwide as well as campus-based priorities... will require nothing short of a fundamental change in the University’s culture, and attention to creating incentives for realizing that change.”*

— Report of the President’s Long-Range Guidance Team, 2006

### Governance

The ITGC was envisioned as the first step in an ongoing process for assessing UC-wide IT needs, reviewing investments and planning for the future. A formal governance body is needed to build on the work the ITGC started and to continue to plan, prioritize and implement UC-wide IT projects in collaboration with the University’s academic and administrative leaders. Governance must involve a partnership between the providers and users of services and the IT implementers.

#### RECOMMENDATION 1 ESTABLISH THE IT LEADERSHIP COUNCIL AS THE UC-WIDE IT GOVERNING BODY

A governance structure — in addition to leadership and funding support — is essential for the successful design and delivery of the initiatives outlined in this report.

The Provost & Executive Vice President for Academic Affairs and the Executive Vice President for Business Operations should expand the constitution and charge of the UC IT Leadership Council — whose membership includes chief information officers (CIOs) and IT leaders from the UC campuses, Office of the President, medical centers, and Lawrence Berkeley National Laboratory — to become the UC-wide IT governance body.

The ITGC recommends the governance structure align with the following principles:

- The ITLC decision-making role should be direct in some areas (e.g., IT infrastructure and architecture) and partnership-based in others, for example working closely with major campus functional leaders (e.g., Executive Vice Chancellors, VC’s Administration, VC’s Research, VC’s for Student Affairs, Planning and Budget Officers, Undergraduate Deans) and in consultation with the Academic Senate to identify IT priorities that serve the strategic interests of the University.
- The ITLC should develop a process to communicate and validate strategic priorities to the UC Provost, Executive Vice President of Business Operations, and Executive Vice Chancellors.

RECOMMENDATION 1 (CONTINUED FROM PAGE 9)

ESTABLISH THE IT LEADERSHIP COUNCIL AS THE UC-WIDE IT GOVERNING BODY

- The ITLC should oversee the implementation of strategic, UC-wide IT initiatives. Appropriate funding and adequate project staffing are required to fulfill this role.
- Increasingly CIOs are members of the President's /Chancellor's cabinet in research university organizational structures. The ITGC recommends that UC campus CIOs be consistently empowered and embedded within the UC leadership structure and that each campus consolidates its IT leadership in a single campus CIO or in a single voice represented in the ITLC.

### Funding

The University of California needs a reliable, agreed upon IT funding framework. IT infrastructure funding commitments, including capital projects, personnel, hardware, software and services, cannot be made solely on an annual basis. A funding model is required that supports long-term strategic planning and lifecycle costing, and aligns IT investments with campus and University goals. Also crucial is a shared commitment across the University to identify common needs and, where appropriate, to collaboratively provide solutions.

The University of California's IT infrastructure must be reliable, and it must be designed to support current and future UC academic and administrative needs in a sustainable and cost-effective manner. To maintain such an IT infrastructure requires innovative approaches to how the University acquires, manages and invests the required financial resources.

RECOMMENDATION 2 FUND IT AS CRITICAL INFRASTRUCTURE

Immediate start-up funding will be required for the recommendations contained in this report. For the long term, the University will need to develop ongoing IT funding strategies, which the ITGC strongly recommends be consistent with these principles:

- Funding is stable and predictable in the long term and is not dependent on annual budget requests.
- A UC-wide coordinated planning and decision-making process effectively and strategically balances competing needs and available funding sources.
- Funding is earmarked for the information technology infrastructure component of capital projects.
- Life-cycle costing methods ensure adequate initial and ongoing funding for IT infrastructure investment and maintenance.
- Technology upgrade and enhancement funds enable the University to derive ongoing benefits from initial investments in IT infrastructure.

## Working Together

UC institutions know how to collaborate when they see their collective interest in the balance. Successful collaborations include: the California Digital Library, Systemwide IT Contracts, the Corporation for Education Network Initiatives in California (CENIC) and joint development of the UC Effort Reporting System.

### RECOMMENDATION 3 APPLY PROVEN COLLABORATION MODELS

To advance and leverage IT initiatives UC-wide, we should apply a variety of proven collaboration models, including:

- **Multi-campus initiatives** — a subset of campuses agree to collaborate on a system or service, or to adopt a solution developed by one campus.
- **Functional collaborations** — groups responsible for a particular function at some or all campuses get together to develop or adopt a shared solution that serves their functional need.
- **System-led initiatives** — campuses request UCOP to provide collaborative leadership in developing or implementing a shared solution or a uniform UC-wide solution for cost, fiduciary or other reasons.

## INFRASTRUCTURE

### The Network

A UC cyberinfrastructure that includes state-of-the-art network connectivity and a scalable data center computing services framework establishes the foundation for exploring, designing and launching a wide range of new services to support and enable the future operations of the University by:

- Providing the backbone for new research computing paradigms.
- Acting as a catalyst for new course delivery mechanisms.
- Enabling discovery of, and communication about, new knowledge.
- Giving our students powerful tools to enhance their educational experience.
- Connecting the University to business partners, alumni and the community.

The network is the central nervous system of the University — and it requires ongoing planning and investment to keep pace with new technologies. It is the foundation for scholarly and research communication and collaboration, for online access by students to course materials and digital resources, and for business transactions that run the administrative operations of the University. As such, it is a critical component of the cyberinfrastructure that allows UC faculty and students to access and transmit data in support of their scholarly activities across disciplines, among campuses and with peers throughout the world.

UC's continuing collective investment in its network backbone, through CENIC has proven to be a successful model for providing a quality of service that UC could not achieve by going it alone. A model for intersegmental collaboration, CENIC operates the fiber-optic backbone network that connects all UC campuses to each other and to national and international research and education networks. CENIC's next-generation backbone services promise unprecedented speed and capacity for conducting cutting-edge research and doing the business of the University in new ways. However, insufficient investment in local campus network infrastructure prevents the UC community from reaping the benefits of these expanded networking capabilities. Put another way, UC and its partners have built a statewide "superhighway" that will get us where we want to go faster and farther than ever, but our campuses have one-lane roads that produce traffic jams for those trying to get to it.

*“Over the next five to ten years, UC will have to renew [the IT] infrastructure comprehensively and continuously to keep current with technological innovation, provide state-of-the-art experiences for students and support cutting-edge research. The pace of technology change is that rapid; the promise is that great.”*

*— Report of the President's Long-Range Guidance Team, 2006*

#### RECOMMENDATION 4 INVEST IN NETWORK CONNECTIVITY

UC's network infrastructure requires sustained investment. Our researchers, particularly in the sciences, do not have the bandwidth necessary to conduct cutting-edge research. UC has fallen behind peer institutions in its network infrastructure. To meet national and international research community standards, the following four strategies are recommended:

- Connect all UC campuses and medical centers to the high-speed network backbone.
- Upgrade the UC inter-campus network backbone for capacity and speed ("next-generation network").
- Upgrade local campus network bandwidth by up to a factor of 10 to exploit the next-generation network backbone capabilities.
- Give researchers the flexibility to create point-to-point high-speed connections when they need them.

In addition, multi-year funding needs to be recalibrated to address the increased level of service the user community demands.

### Data Center Infrastructure

Campuses have reached the limits of sustainability of current research computing models, where individual researchers acquire, house and maintain their own high performance computing environments. Having outgrown data center capacity and facing space constraints and the high cost of electrical power, many campuses are considering building new facilities. A coordinated approach presents opportunities to increase capacity, reduce environmental impact, address security concerns and optimize investments.

UC must act now to sustain its international leadership and future competitiveness. We must ensure that UC has the facilities to provide the computing resources it requires, that those resources and the information they contain are capable of being shared in support of UC research wherever it occurs in the world, that adequate staff support is available to faculty and staff to make effective use of these resources, and that we leverage this infrastructure to enhance UC's national and international competitiveness.

#### RECOMMENDATION 5 PLAN FOR THE NEXT-GENERATION UC DATA CENTER INFRASTRUCTURE

The University must analyze the cost and capabilities of current data center infrastructure, assess future needs and ultimately develop a new blueprint for providing data center services to the UC community that are cost and energy efficient, secure and designed to accommodate future demands. Creating a UC-wide disaster recovery service, building upon successful inter-campus partnerships, is an integral component of this next-generation data center plan.

## Collaboration Infrastructure

With increasing emphasis on collaboration as a critical factor for UC's future success, an imperative is to develop tools and services to enable communities within UC to work more effectively together and with partners outside UC. Real-time collaboration tools such as web conferencing, desktop video conferencing and high-definition, studio-based video conferencing, as well as electronic forums and work spaces such as wikis, blogs, and shared document repositories and applications, should be made widely available and be supported more consistently for faculty, students and staff throughout the UC system.

<b>RECOMMENDATION 6 DEVELOP IT INFRASTRUCTURE, TOOLS AND SERVICES TO SUPPORT COLLABORATION WITHIN THE UC COMMUNITY</b>
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The ITGC recommends that a process be put in place to :

- Assess the collaboration environment within the UC community and identify needs.
- Identify tools and services that will support these needs.
- Plan for the deployment of and support for these tools and services.
- Build upon UCTrust, a UC-developed federated identity management framework for secure business operations and transactions among UC institutions, to refine and expand collaboration services.

UC must partner with regional and national network service providers to accomplish these goals. In particular, these recommendations leverage UC's founding status in CENIC, California's regional network provider to K-20 institutions throughout California.

Fostering an environment in which UC institutions look to each other for partnership and best practices requires collaboration infrastructure and tools. The network infrastructure also provides a basis for research, instruction, telemedicine and business operations initiatives that increase the overall efficiency and effectiveness of UC's operations.

## SERVICES

Although it is one of the foundational elements of a cyberinfrastructure, the network is invisible to those who depend on it to teach, learn, work and conduct their research. It is the services such as the computational, analytical and data management tools delivered via the network that empower the user community. Organizational leadership is required to identify those services that may benefit from strategic planning and investment on a UC-wide basis.

The ITGC is proposing that UC deploy the following services that leverage investments made in the IT infrastructure to advance the University's mission of research and teaching:

- UC Research Grid.
- Secure services to support information creation, discovery, access and preservation.
- IT to enhance educational opportunities across the university.

Crucial to an effective UC-wide cyberinfrastructure is a common IT architecture that establishes interoperability standards among the multiple components and ensures the ability to share information and expertise across these service areas.

*“The University of California of 2025 will be student centered in ways that better leverage the depth, breadth and diversity of our faculty’s expertise UC-wide. UC will leverage unparalleled experimental and research facilities, libraries, research data and other tools that foster scholarly collaboration on a worldwide scale to create distinctive educational experiences for our students.”*

*— Report of the President’s Long Range Guidance Team, 2006*

## UC Research Grid

As the research community works to solve ever greater and more complex problems, the University is challenged to design and deliver a comprehensive set of research cyberinfrastructure services to the research community. These include a wide range of computational, analytical and data management tools, the ability to harness idle computing cycles (wherever they reside) and the ability to manage, communicate and preserve electronic data that is developed and used by collaborating research groups. Fast networks and distributed, underutilized supercomputers are a good foundation on which to develop new models to serve the research community.

A shared research computing “grid” prototype is currently being piloted by three campuses (UC Irvine, UCLA and UC Santa Barbara) to demonstrate the ability to optimize utilization of campus computing resources that may be idle or underutilized at any given time. It has also highlighted the ability of UC campuses to think across campus borders when solving pressing problems.

The proposed UC Research Grid has three components:

1. High-performance research computing (shared computing cycles made available to those who need them).
2. Shared data storage (with ability to manage data sets).
3. Sophisticated analysis and modeling tools and services to allow the community to perform research.

### RECOMMENDATION 7 DEVELOP UC GRID RESEARCH CYBERINFRASTRUCTURE SERVICES

The ITGC proposes that the University build upon the current UC Grid prototype to create and deliver reliable, robust high-performance computing services to research faculty who do not need (or cannot afford) to manage their own separate computing facilities. Such a strategy will conserve campus space and power, deliver more reliable computing environments, and relieve faculty and graduate students of the burden of maintaining complex IT systems as a sideline activity. The University should:

1. Connect all ten campuses to the UC Grid.
2. Design a blueprint for adding computing resources to the Grid.
3. Develop a suite of Grid services that are responsive to the needs of the research community and a support model that ensures successful exploitation of the UC Grid.
4. Identify UC research programs that are early adopters of the UC Grid and can help to refine the model.
5. Convene a group of research faculty and administrators to oversee the design and deployment of the UC Grid.

Deploying a UC Grid infrastructure must be seen within the context of the next-generation data center planning effort recommended earlier in this report, since much of the future demand for computing resources will be driven from the UC research enterprise. UTrust, a federated identity management framework that facilitates secure business operations and transactions among UC institutions and with key stakeholder organizations, will be a catalyst for implementing secure grid services.

## Secure Services to Support Information Creation, Discovery, Access, and Preservation

UC is in the business of creating new knowledge and making it available to the world. Whether it is a doctoral dissertation, course instructional modules or earthquake data collected by seismographs located throughout the state, appropriate stewardship is required to assure that the many information sources and the products of inquiry, research and instruction throughout the University are made available for discovery by others, and are preserved for future generations.

### RECOMMENDATION 8 CREATE THE CAPACITY TO MANAGE OUR DIGITAL ASSETS

The ITGC recommends that in collaboration with UC's library community, and leveraging UC-wide data and information resources, the University mount a number of pilot projects that explore the feasibility of developing services to facilitate the lifecycle of information stewardship. Example projects include:

#### *IT systems and services to enable sharing of instructional content*

UC faculty produce an impressive array of educational materials. However, those materials are largely locked away in "shoe boxes," such as restricted-access learning management systems, rendering them accessible to only those faculty who create them and the students enrolled in a particular course (and for only a predetermined length of time). Faculty who wish to make their course materials openly accessible to other faculty and students or to others in the University or public communities face significant technical, service and cultural obstacles in doing so.

The University should determine the feasibility and desirability of collaboratively providing tools — to those who wish to make use of them — to store, access and share instructional content.

#### *IT systems and services to enable faculty to share data sets and analytical tools*

Leading-edge research in all disciplines is becoming both more collaborative and cross-disciplinary and more reliant on digital information — data, text, images and video — and advanced computational and networking capabilities. To support UC's research enterprise and increasingly to meet the expectations of funding agencies for effective data curation and data sharing, the University must adopt strategies to ensure that the information produced in the course of research is effectively secured, managed, preserved and made available for appropriate use by other researchers. In addition, effective use of the great volumes of research data now being produced requires the availability of sophisticated computational tools for management, display and analysis. The ability to effectively develop and share these tools enables better and more cost-effective research and fosters both collaborative and cross-disciplinary use of research data.

## IT to Enhance Educational Opportunities Across the University

On UC campuses and universities around the world, IT is successfully being used to:

- Actively engage students in the learning process.
- Provide highly interactive activities in large enrollment courses.
- Enable students to participate directly with faculty in research, interacting with data and simulations, and discovering new areas of interdisciplinary inquiry.
- Provide greater access to learning opportunities across traditional campus boundaries and outside of formal courses.
- Prepare students with a range of problem-solving, critical-thinking and information skills required in an information-based society.

The ITGC proposes implementing services and structures across the UC system that have the potential to leverage campus expertise and resources to advance teaching and learning through the strategic use of IT. Recommendations in this area reflect the need for organizational leadership to support campuses working together to collectively address issues in common and to explore models for providing students with new educational opportunities.

### RECOMMENDATION 9 CULTIVATE ORGANIZATIONAL LEADERSHIP FOR INSTRUCTIONAL TECHNOLOGY AND IT IN THE STUDENT EXPERIENCE

To leverage and share more broadly UC instructional technology experience, the ITGC recommends enhancing existing educational and student technology organizational leadership structures and creating new ones, if appropriate, to better:

- Provide a locus for coordinating and supporting UC collaborative instructional technology efforts.
- Provide a partner for Academic Senate and others discussing the future of instruction and the student experience.
- Build agreement around and encourage adoption of standards essential to information interchange, interoperability and re-use.
- Foster information sharing and community building key to both innovation in instructional applications of technology and their effective appropriate adoption.
- Support IT design and delivery needs of multi-campus educational programs.

It is also imperative to determine in what capacity the University can positively contribute to the “digital literacy” of students at all levels and to adapt mission-critical activities to modes that best elicit student skills and creativity. Opportunities include:

- Identifying common needs and developing strategies and shared solutions to address how the student experience can be improved through IT.
- Promoting student expertise in the use of information technology in their academic disciplines.
- Developing curriculum to prepare students to become facile and competent creators and consumers in a digital environment.

Organizational models should be developed in consultation with the campuses, UCOP and the IT Leadership Council.

**Related Efforts:**

The ITGC recognizes the importance of related IT efforts that are being implemented in various functional areas across the University. In particular, the ITGC acknowledges and endorses the initiatives underway in multi-campus educational programs and in administrative and business systems:

**IT Support for Educational Programs and Courses Across Campuses**

Demand for courses and programs that enroll students from multiple campuses is, by most accounts and perspectives, likely to grow in the coming decade. These programs, often offered at off-campus locations, such as Washington, D.C., Sacramento or foreign countries, are becoming increasingly important as laboratory experiences where students can become involved directly in organizations and activities that offer learning opportunities not available on a student's home campus. In some instances, online courses available to all UC students are provided by a campus or a consortium of campuses (e.g., Arabic without Walls, offered by the UC Language Consortium).

Additional benefits of multi-campus educational opportunities include:

- Graduate and undergraduate students alike can engage with ideas and ongoing research independently of where they are located.
- Pooling student demand from across the system, UC will be able to sustain instruction in specialized subjects which, if treated on a campus-by-campus basis, might atrophy.
- Such programs may offer a cost-effective way to offer components of emerging academic programs, particularly in interdisciplinary fields of study.

The Academic Affairs division at UCOP has already begun a strategic planning process to identify and address the needs of existing courses and programs that enroll students from multiple campuses. Although this process will initially focus on administrative issues, it provides a framework for exploring the potential of putting in place an IT infrastructure and services that facilitate instruction across campuses. The ITGC proposes that a study be done, in alignment with the greater strategic planning process, of the needs for such an infrastructure and, if appropriate, a pilot of such services.

**Effective IT to Enhance Business Efficiency**

Although the IT Guidance Committee focused its attention on information technology investments in support of the academic mission, we recognize that the University must have a solid foundation of business and administrative processes and systems to enable its teaching, research and public service. We can build on a UC cyberinfrastructure to offer opportunities to increase the efficiency and effectiveness of UC's business and administrative processing.

Multiple studies have assessed UC's IT needs in payroll, human resources and other administrative areas. *UC 2010: A New Business Architecture for the University of California (July 2000)*, proposed a road map to redesign UC's core business processes to enable the University to manage growth, control costs, improve the work environment and implement best practices. Information technology was viewed as a critical tool to transform UC's administrative support infrastructure.

Recent organizational reviews have reinforced the need for business efficiencies and improvements to administrative and business systems. Functional stakeholders from business areas throughout the University are addressing these issues and are forming critical partnerships with the IT community to successfully design and implement solutions.

A shared IT approach presents opportunities to address many of the recommendations outlined in the *New Business Architecture* report, including to:

- Standardize business processes.
- Increase productivity.
- Eliminate duplication of effort.
- Lower costs and business risk.
- Enable more informed decision-making.
- Ensure greater flexibility to respond to the changing landscape of the competitive environment.

Several initiatives are under way that illustrate the power of UC-wide solutions to problems that cannot be solved at the campus level, for example:

- Human Resources Information System to improve the quality and availability of employee data and provide a broad range of payroll and human resources services to UC locations.
- Inter-campus disaster recovery partnerships to ensure that IT systems are immediately recoverable in the case of a disaster.
- Multi-campus partnership (with UCOP support) to implement the Kuali Financial System (KFS), a non-proprietary higher education financial system.
- UCTrust, a federated identity management framework, developed to support secure UC systems access and business.
- Effort Reporting System, a UC-wide initiative to develop a system to effectively report effort on federal contracts and grants.
- A five-year IT strategic sourcing initiative designed to leverage procurement via systemwide IT contracts, resulting in more than \$10M savings to UC departments annually.

The ITGC proposes that UC develop the blueprint for shared administrative and business systems and practices by:

- Adopting and promoting innovative shared service delivery models that address critical infrastructure challenges that could return significant financial benefits to the University while enhancing quality of service.
- Implementing business systems that exploit integrated technology architectures and are catalysts for the adoption and promotion of UC-wide standards and effective business processes.

## Building Momentum

Leaders throughout the University are already engaged in work to advance these initiatives, including:

**UC network infrastructure:** UC network experts have been working closely with CENIC to develop the blueprint for next-generation networking capabilities to be deployed in the coming year by our regional network partner. Greater bandwidth and flexible service offerings will offer expanded opportunities to serve the research community. In August 2007, UC contracted with CENIC to develop fiber-optic connectivity for the UC Santa Cruz campus, the last of the UC campuses to benefit from fiber connections. UC locations continue to plan for the “last mile connectivity” required to bridge campus networks to the high-speed CENIC backbone network and to assess the costs of these last mile connections.

Partnerships with other educational segments and service providers in California continue to reveal new opportunities to leverage the University’s investment in network infrastructure. The ability to provide telemedicine services to underserved rural communities is a prime example.

**UC future data center infrastructure needs:** A team of IT, energy, facilities and construction experts is working to articulate UC’s current challenges related to skyrocketing power costs and constraints and the costs and inefficiencies of maintaining a highly decentralized UC data center computing infrastructure. A study will be initiated in early 2008 to document the current environment via key benchmarks and to propose both short-term cost-saving measures and longer-term data center consolidation alternatives.

**UC research cyberinfrastructure:** Research computing experts have been piloting high-performance computing models that allow researchers to share resources at lower cost and with greater energy efficiency. UCLA, UCI and UCSB have created the UC Grid prototype to illustrate the promise of a new model that is responsive to major UC problems due to power costs and space constraints on campus. All UC campuses have committed to connect to the current UC Grid pilot in order to continue to explore and refine future research cyberinfrastructure offerings.

At the direction of the Council of Vice Chancellors of Research, a steering group including high-performance computing experts, campus CIOs and systemwide research leadership has been convened to guide and oversee the development of cyberinfrastructure services to the UC research community.

**UC teaching and learning technologies:** Plans are under way for a UC-wide conference on teaching, learning and technology (June 2008), which, in part, is envisioned as a continuation of the discussion initiated by the ITGC’s instructional technology work group about the educational opportunities of IT and the potential for UC-wide collaboration.

Although this report is the final work product of the IT Guidance Committee, it marks only the beginning of an ongoing effort to plan for and invest in IT across the University.

The UC-wide IT Leadership Council will provide a focal point on the campuses, medical centers and Lawrence Berkeley National Lab for the stewardship and oversight of the ITGC proposals. Crucial to the success of this governance body is committed involvement by UC leadership in periodic strategic IT planning in the future as requirements evolve over time and new proposals emerge for IT infrastructure and services that offer great opportunities across campuses.

It is clear that information technology will become ever more important to the advancement of UC's mission of teaching, research and public service. Funding requests are being prepared and plans being developed demonstrating that IT is an essential capital investment. This report suggests that the University elevate its commitment to IT, both by empowering UC IT leaders to move forward with these and emerging initiatives, and by dedicating adequate resources to succeed. The University of California of the future depends on it.

# Appendix

## MEMBERSHIP

**ITGC SPONSOR & CHAIR:** **Rory Hume, Provost, UCOP**

**ITGC CO-COORDINATORS:** **Daniel Greenstein**, *Vice Provost, Academic Information and Strategic Services, UCOP*

**Kristine Hafner**, *Associate Vice President & Chief Information Officer, IR&C, UCOP*

**ITGC MEMBERS** **Jim Davis**, *Chief Information Officer, UCLA*

**David Kaplan**, *Professor, Philosophy, UCLA*

**Larry Merkley**, *Chief Information Officer, UCSC*

**David Messerschmitt**, *Chair, UC Committee on Information Technology and Telecommunications Policy (2006-2007); Professor Emeritus, Electrical Engineering and Computer Sciences, UCB*

**Gerry Munoff**, *University Librarian, UCI*

**John Oakley**, *Professor, UCD Law School; Chair, Academic Senate (2006-2007)*

**Steve Relyea**, *Vice Chancellor, Business Affairs, UCSD*

**Jim Sandoval**, *Vice Chancellor, Student Affairs, UCR*

**AnnaLee Saxenian**, *Dean, School of Information, UCB*

**Jonathan Showstack**, *Assistant Vice Chancellor and Co-CIO, UCSF*

**Eric Vermillion**, *Associate Vice Chancellor, Finance, UCSF*

**Michael Witherell**, *Vice Chancellor, Research, UCSB*

**Peter Yellowlees**, *Director, Academic Information Systems, Medical School, UCD*

## FOCUS AREAS/WORK GROUPS

Information about, and reports generated by, these work groups and one additional focus area can be found below.

### ADVANCED NETWORKING SERVICES

Chair: Jack McCredie, CIO Emeritus, UCB

UCOP staff: David Walker, Director, Advanced Technology, UCOP

Reports: <http://www.universityofcalifornia.edu/itgc/focusareas/advnet/welcome.html>

### COMMON IT ARCHITECTURE

Chair: Rich Kogut, CIO, UCM

UCOP staff: David Walker

Reports: <http://www.universityofcalifornia.edu/itgc/focusareas/comarch/welcome.html>

### HIGH PERFORMANCE RESEARCH COMPUTING

Chairs: Jim Davis, CIO, UCLA; and Chuck Rowley, CIO, UCR

UCOP staff: David Walker

Reports: <http://www.universityofcalifornia.edu/itgc/focusareas/hpresearch/welcome.html>

#### INSTRUCTIONAL TECHNOLOGY

Chair: Ruth Sabean, Assistant Vice Provost and Director of Educational Technology, UCLA  
UCOP staff: Paula Murphy, Director, UC Teaching, Learning & technology Center, UCOP  
Reports: <http://www.universityofcalifornia.edu/itgc/focusareas/edutech/welcome.html>

#### STEWARDSHIP OF DIGITAL ASSETS

Chair: Brian E.C. Schottlaender, University Librarian, UCSD  
UCOP staff: Gary Lawrence, Director of Systemwide Library Planning, and  
Connie Williams, Records Manager, UCOP  
Reports: <http://www.universityofcalifornia.edu/itgc/focusareas/stewdig/welcome.html>

#### IT IN STUDENT EXPERIENCE (Focus Area)

UCOP staff: Paula Murphy  
Reports: <http://www.universityofcalifornia.edu/itgc/focusareas/student/welcome.html>

#### ITGC STAFF

ITGC planning design, facilitation, and coordination: Katherine Mitchell, UCB  
Committee and campus consultation administrative assistance: Nancy Scott-Noennig, UCOP  
Report Editors: Paula Murphy and David Walker, UCOP

#### TIMELINE

Launch the ITGC	Feb. 2006
Campus consultations	Summer 2006
Interim work group reports	Dec. 2006
Summary report to Provost	May 2007
Campus consultations	Summer 2007
Review and comment	Summer 2007
Final report to Provost	Dec. 2007
Comments from Academic Senate to ITLC	Early 2008

### RESOURCES & MORE INFORMATION

ITGC web site: <http://www.universityofcalifornia.edu/itgc/>

Long-Range Guidance Team report: <http://www.universityofcalifornia.edu/future/lrgt1106.pdf>

Email: [itgc@ucop.edu](mailto:itgc@ucop.edu)





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

<b>Executive Council</b>
--------------------------

<b>9</b>	<b>Monthly</b>	<b>3</b>
Total Meetings	Meeting frequency	Average hours of committee work each week

<b>92</b>	<b>0</b>	<b>3</b>
Total Proposals/Issues Reviewed	Total of reviewed Proposals deferred from the previous year	Total Proposals deferred to the coming academic year: 1) Library task force report 2) Senate operations task force 3) SOM FEC: Report on Implementation of Faculty Salary Plans

<b>Listing of bylaw changes proposed:</b>
Establishment of Davis Bylaw 73.C.9 to allow appointment of Special Review Committees

<b>Listing of committee policies established or revised:</b>
Issued a policy to guide those seeking Senate Consultation or Approval

<b>Issues considered by the committee</b>
Affirmative Action and Diversity Mentoring Task Force
Advice from System wide Academic Senate Concerning the UC Davis Practice of Paying Tenured Faculty Salaries from Extramural Funding Sources
Campus and System wide Academic Planning Process
Recognition of Senate Service
Dean, Vice Chancellor and Vice Provost Administrative Reviews
ASUCD Resolution #1: Expansion of Foreign Language Programs
New Workload Procedure for Academic Senate Employees
Report from the 0607 Shared Governance Subcommittee concerning the CAPAC Process
Proposal to Increase the Chancelleries Salary Scale
Freshman Eligibility Proposal from BOARS
Faculty Welfare Resolution: Reduced UC Fees for Faculty Dependents
Medical School Faculty Salary Structure from a member of the SOM faculty

Former President Dynes Meeting with UC Davis Faculty and the Academic Senate
Looming Budgetary Crisis for UC and the UC Davis Campus
Reorganization of the UCOP: Office of the President
Provost and Executive Vice Chancellor Search
Administrative Bloat at UC Davis
Proposal to amend the freshman eligibility requirements to include the "d" requirement
Academic Senate Office budget reduction planning
UC Davis Resolution Concerning Provost and Executive Vice Chancellor Recruitment Process Abnormalities
Office of Research Review and Reorganization
Degree List Review and Senate Approval to Recommend Conferral of Degrees to the Chancellor
Appointment of Academic Senate Representatives to Administrative Committees
Policy on Senate Consultation
Review of admissions "d requirement" and endorsement of the petition to address was sent systemwide
Review of salary policies at the Medical School. SOM Faculty Executive Committee formed a task force. The task force was to report back to the Executive Council by June 30, 2008.
Creation of task force on the library
Creation of a task force on senate operations
Student petitions – x # evaluated

<b>Recommended procedural or policy changes for the coming year:</b>
Council implemented a policy to guide consultation with the Academic Senate.

**Committee’s narrative:**

Academic year 2007-08 presented new and existing challenges to the Davis Division of the Academic Senate. The following are select highlights from the year:

The Davis Campus revised our General Education Program. The revision was more than four years in the making and was controversial as some faculty felt it was not needed, others found it unnecessarily cumbersome, and others thought core competencies were not extensive enough. Still others thought the number of units was insufficient while other faculty found the unit requirements burdensome for their majors. Regardless, the passion and intensity of the debate was an

illustration of the faculty's commitment to excellence and willingness to struggle through difficulties to achieve the best possible outcome for the campus and our students. A modified version of the GE proposal was approved by the RA and implementation of the General Education Program will now commence.

Winter quarter brought news of a pending significant California State Budget Crisis and the short list of candidates for the position of Provost and Executive Vice Chancellor. The news concerning status of the State Budget and its impact on UC became dire for the campus and reportedly impacted the recruitment for a new Provost/Executive Vice Chancellor. The recruitment was canceled and an interim (3-year) appointment of a UC Davis Dean as Provost/Executive Vice Chancellor was approved and announced to the campus and state.

Members of the Academic Senate who were also members of the Recruitment Advisory Committee appointed for the Provost and Executive Vice Chancellor brought forward concerns about the validity of the recruitment process and interaction with Academic Senate members and representatives. In response to the concerns, the Representative Assembly issued a resolution stating the issues with the process and asking then President Robert Dynes to ensure future recruitment processes were appropriate, transparent and carried out within policy.

The Committee on Committees and Committee on Affirmative Action and Diversity both brought forward concerns about the appointment of Academic Senate representatives. The committees separately issued a letter to the Chancellor co-signed with Division Chair Bisson stating their concerns and recommending changes to improve participation by Academic Senate representatives. Chancellor Vanderhoef has corresponded with Committee on Committees and altered the process for appointment of Academic Senate representatives such that this year the Davis Division will play a greater role in the representatives selected for all administrative and senate committees.

In response to recurring concerns about the functioning of departments and the interaction between departments, unit heads and the Deans within colleges and professional schools, Executive Council initiated a bylaw amendment 73.C.9 allowing appointment of Special Review Committees to be appointed when there is a significant issue within a college or professional school that impacts the delivery of curricula. Two Special Review Committees will be working this year to investigate and recommend remedy for issues impacting the Senate's ability to deliver the curricula.

The Division experienced unprecedented difficulty receiving requests for consultation through appropriate channels. Therefore, the Executive Council drafted and enacted a policy outlining the process for consultation with the Academic Senate. The new policy forces systematic receipt of requests for

consultation directly to the Davis Division Chair such that the Chair may direct distribution to all committees with authority and interest. Routine matters such as course proposals, personnel review actions, etc. will continue to be directed to the responsible committee directly.

The process for reviewing and approving recommendation of degrees to the Chancellor was altered by Executive Council affirmative vote. Rather than establishing deadlines to ensure review of degree lists during a regularly scheduled Executive Council meeting, degree list review will be managed electronically by the Chair to allow more time for the colleges, professional schools and Registrar's Office to thoroughly review the degree list. It is hoped this extra time will significantly reduce the volume of petitions for changing the degree list due to administrative error after the degree list is issued. However, concern remains that the colleges and professional schools continue to minimize the Academic Senate's authority to award degrees. To this end, the Division Chair wrote to all deans and the Chancellor requesting inclusion in the graduation party of the corresponding chair of the school/college Faculty Executive Committee as well as the Division Chair (or officer designate) at all graduation ceremonies.

The Executive Council appointed a Task Force to review the budgetary situation on campus and UC. The Task Force worked on the question of whether or not the administration of UC was "bloated" as reported by several UC Regents and some members of the UC community, and quoted in the press. UC Office of the President (UCOP) determined that indeed UCOP was bloated and began a severe downsizing of the units and number of people employed by UCOP. It became clear that UC leadership was not interested in merely reducing "bloat" at UCOP and that the campuses would be next. Executive Council believed the wisest course of action would be to tackle this issue ourselves on the Davis campus rather than waiting for leadership and direction from UCOP.

In an effort to facilitate a review of UC Davis administration before UC leaders focused on the institution, the task force initiated its own review of the titles within "administration" according to the UC web site reporting total numbers at specific categories. The Task Force Report was issued in early June 2008 and is posted on the Davis Division web site for public review following endorsement by the Representative Assembly in June 2008. A response from the Provost to the report and its recommendations is also posted at the Davis Division web site.

Finally, Chair Bisson and members of the Budgetary Task Force scheduled meetings with the Department Chairs at every college and professional school during spring quarter. The meetings were scheduled because members of the Budgetary Task Force believed the needs of departments were not being fully represented by the leaders charged to champion their cause. The Budgetary Task Force found that indeed Departments and Department Chairs are struggling. Many of the initiatives launched in order to save time by central

administration had shuffled duties to the lowest level and were causing staff within campus departments to focus time and energy on central administration (accounting, development, payroll) instead of serving the needs of students and faculty within the department. In fact, the Task Force members were astonished to learn from more than one college that Department Chairs were attending training to create sufficient redundancy for accounting or payroll approvals within the department. This has led to a call for refusal to accept any “unfunded” mandate.

The Davis Division of the Academic Senate was asked to absorb a budget reduction similar to other campus administrative units. The Academic Senate Office was actually assessed the reduction twice. The first reduction was a 7% reduction in operating funds. The Executive Council opted for elimination of faculty award celebrations (maintaining the process for selection of honorees and honoraria to those selected) Opting for a stream lined version of the celebration. Interim Provost Horwitz agreed to reduce the budget allocation to campus Ceremonies and Events by \$18,000 saving the Academic Senate Office from taking that reduction.

The second reduction was a 7% reduction in funds allocation to the Committee on Research awarded as faculty grants. The Committee will absorb the reduction but may need to reduce the number of grants if the use of the travel grant program continues to rise steadily.

Respectfully submitted on behalf of the Executive Council Membership by:

Linda F. Bisson  
Professor of Viticulture and Enology  
Former Davis Division Chair of the Academic Senate  
Tuesday, September 9, 2008

# *The Committee on Academic Personnel Oversight Committee*

**Chris Reynolds**, chair, HARCS; Music

Bill Casey, vice-chair MPS; Chemistry Dept., Geology Dept.

Laurel Gershwin, School of Veterinary Medicine; Pathology, Microbiology and Immunology

Stephan Tharratt, School of Medicine, Critical Care Medicine

Jonathan Witticombe, School of Medicine, Physiology and Membrane Biology

Rob Feenstra, L&S, Social Sciences; Economics

Inez Hernandez-Avila, HARCS; Native American Studies

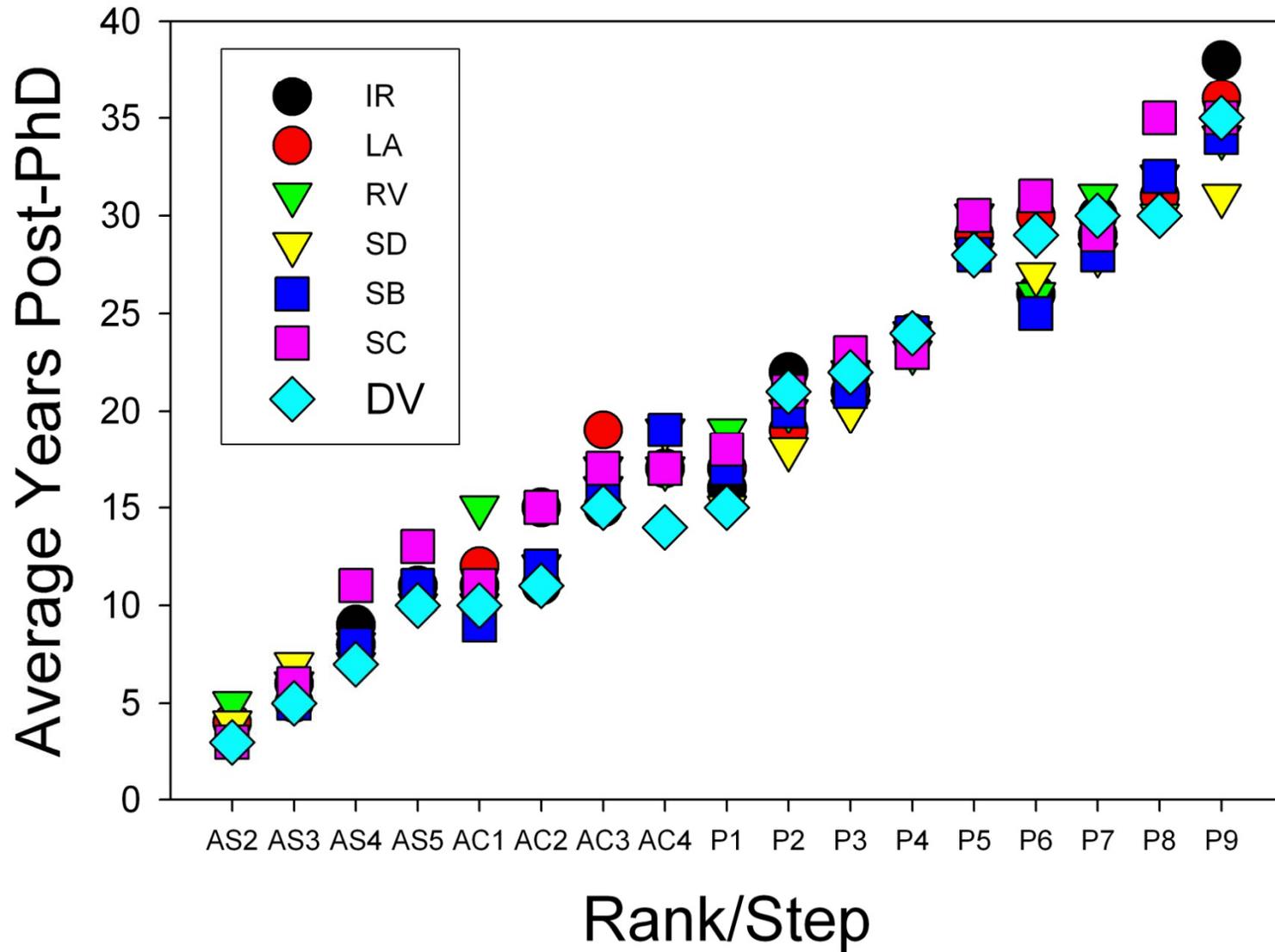
Ahmet Palazoglu, College of Engineering; Chemical Eng. and Materials Science

Gregg Recanzone, College of Biological Sciences; Center for Neuroscience

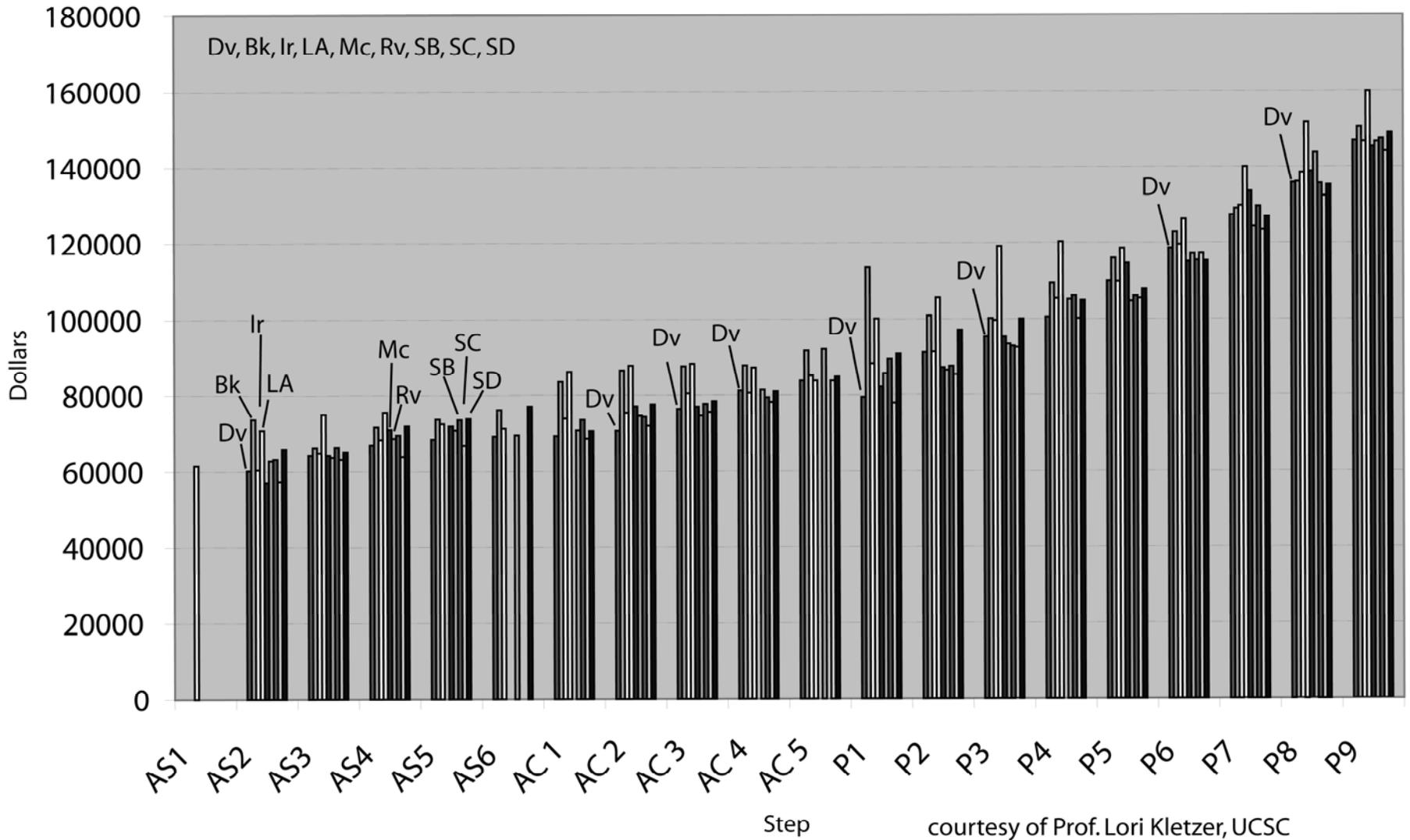


*University of California, Davis*

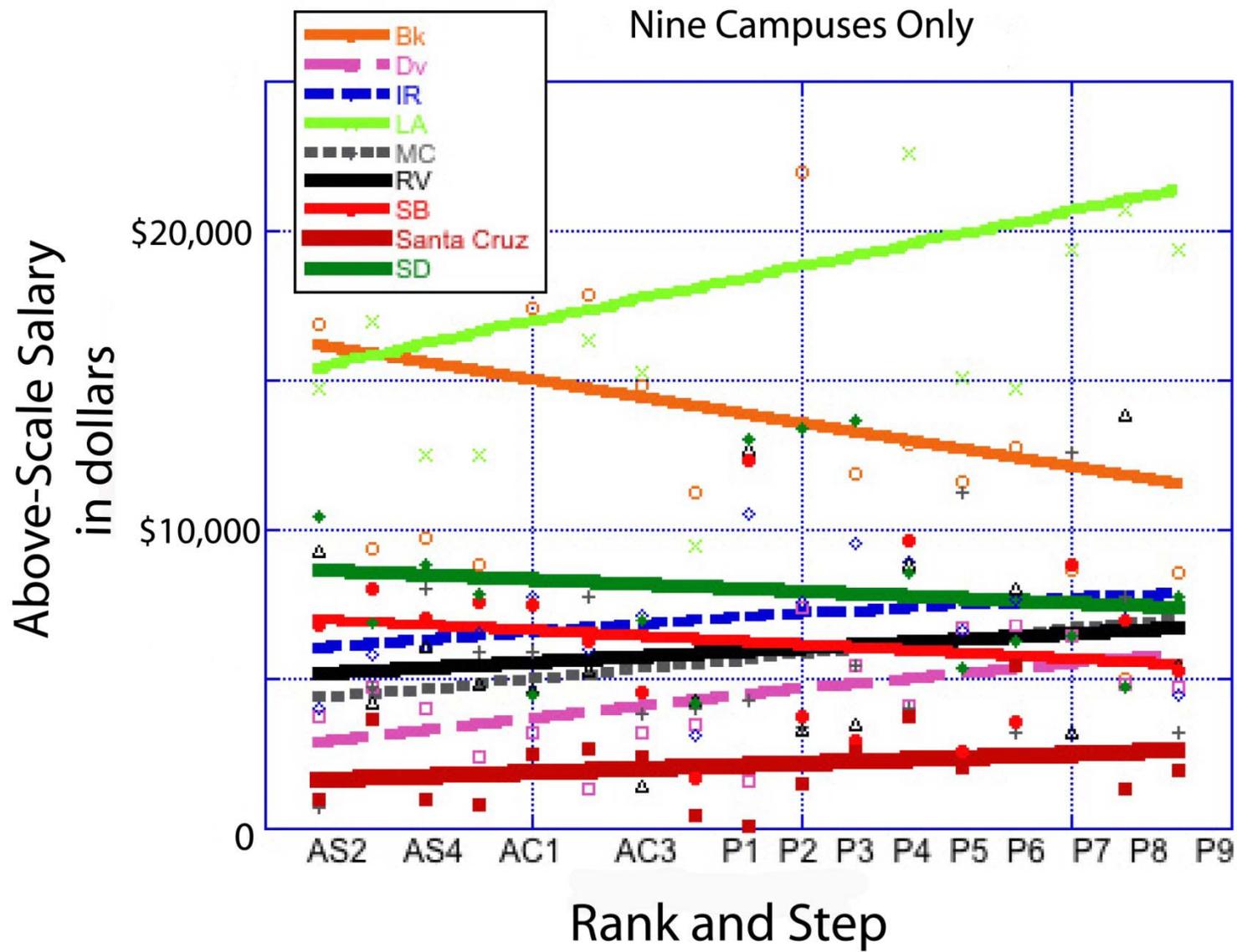
October 2007 Data  
L&S broadly defined, without Professional Schools, Economics etc.  
(Courtesy L. Kletzer, B. Bowman, UCSC)



Mean Salary, without Professional Schools, Oct., 2007



courtesy of Prof. Lori Kletzer, UCSC



courtesy Prof. B. Bowman, UCSC, UCAP

## Salaries at the University of California, Davis in Comparison with other UC Campuses

**A. Colin Cameron**  
**Robert C. Feenstra**

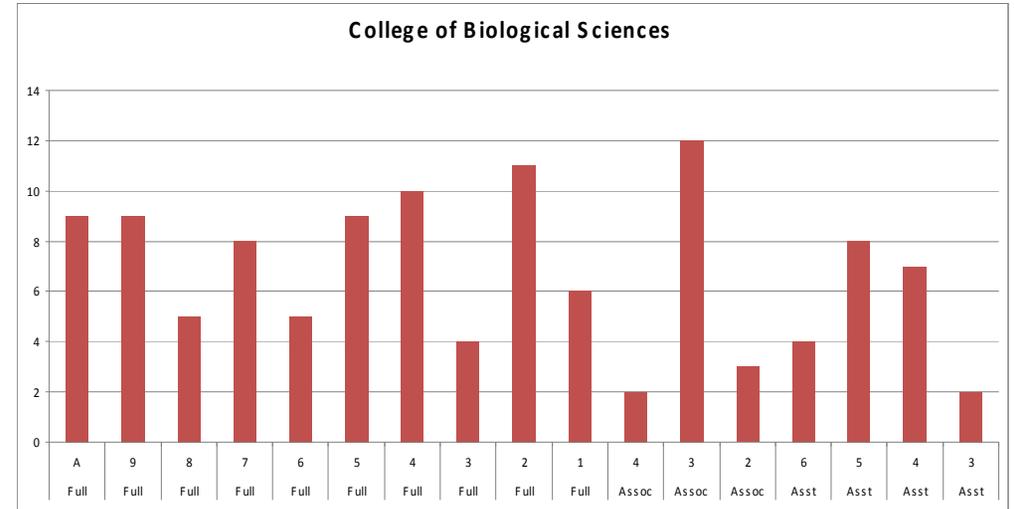
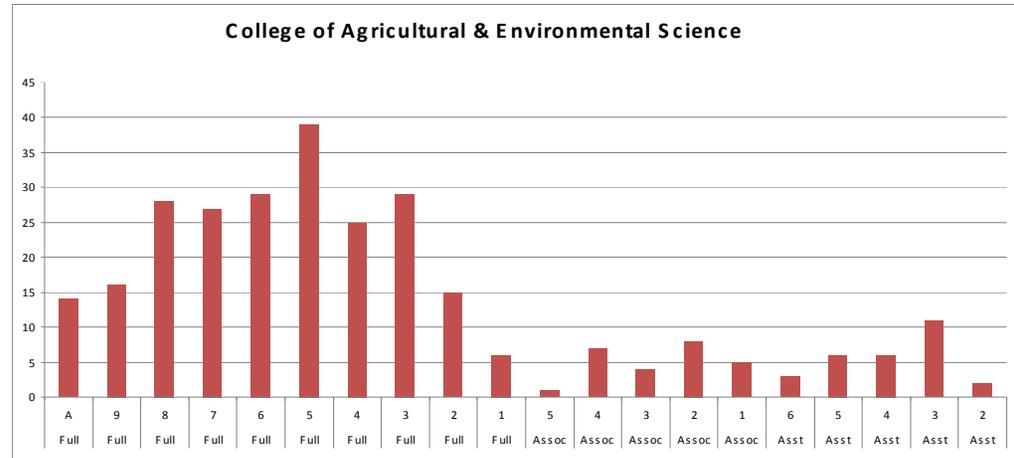
Department of Economics, UC Davis  
October 10, 2008; to be posted on ASIS

**Table 1: 75<sup>th</sup> percentile of Offscale dollars, by Rank and Campus**

	<b>Assistant</b>	<b>Associate</b>	<b>P1-P5</b>	<b>P6-P9</b>
<b>Berkeley</b>	12,800	14,700	17,900	7,500
<b>Davis</b>	5,613	959	5,900	7,805
<b>Irvine</b>	8,900	8,300	11,000	6,700
<b>Los Angeles</b>	17,800	21,900	32,200	28,200
<b>Merced</b>	8,300	7,800	5,200	10,000
<b>Riverside</b>	9,100	2,800	3,500	5,800
<b>Santa Barbara</b>	9,000	6,000	6,100	7,400
<b>Santa Cruz</b>	4,100	1,800	2,300	3,000
<b>San Diego</b>	11,600	7,050	13,100	5,400

# CAPOC Approximate Workload by College

SOM	~30-40%
SOVM	~7-10%
CAES	~15-20%
Social Sciences	~11-14%
Engineering	~12%
HARCS	~8-14%
MPS	~6-10%
CBS	~5%
GSM	~2%
Law	~1%
Education	~1%



**Table I: Overview of CAP Actions (Summary of Appendices A and B)**

<b>Academic Category</b>	<b>Number of files</b>	<b>Percent of Total</b>
Appointments (General Campus)	60	13
Appointments (SOM + VM)	33	7
Promotions (General Campus)	96	21
Promotions (SOM + VM)	39	9
Merit Increases (General Campus)	103	23
Merit Increases (SOM + VM)	44	10
Misc. Actions (General Campus)	51	11
Misc. Actions (SOM + VM)	25	6
<b>Total actions (General Campus)</b>	<b>310</b>	<b>69</b>
<b>Total actions (SOM + VM)</b>	<b>141</b>	<b>31</b>
<b>Total</b>	<b>451</b>	<b>100%</b>

APPENDIX C: SUMMARY OF ACCELERATED ACTIONS

Type of Acceleration Proposed	Total Proposed	CAP Rec in Favor	CAP Rec Against	% Rec in favor
1-yr acceleration (General Campus)	57	48	9	86
1-yr acceleration (SOM + VM)	21	18	3	86
2-yr acceleration (General Campus)	16	9	7	56
2-yr acceleration (SOM and VM)	8	6	2	75
3-yr acceleration (General Campus)	15	5	10	33
3-yr acceleration (SOM and VM)	4	1	3	25
3+-yr acceleration (General Campus)	5	1	4	20
3+-yr acceleration (SOM and VM)	1	0	1	0
<b>Total Proposed Accelerations (General Campus)</b>	<b>93</b>	<b>63</b>	<b>30</b>	<b>68</b>
<b>Total Proposed Accelerations (SOM and VM)</b>	<b>34</b>	<b>25</b>	<b>9</b>	<b>74</b>
<b>Total</b>	<b>127</b>	<b>88</b>	<b>39</b>	<b>70</b>

APPENDIX A: ACTIONS ON GENERAL CAMPUS (Total = 310)

	Approved	Modified	Rejected
<b>Appointments (60)</b>			
Assistant Professor	15	1	0
Associate Professor	11	0	0
Professor	10	0	0
Via Change in Title	3	0	0
Initial Continuing Non-Senate	11	0	1
Endowed Chair	6	0	0
Department Chair (Reappointment)	1	0	0
University Professor	1	0	0
<b>Promotions (96)</b>			
Associate Professor	45	8	4
Professor	28	9	2
<b>Merit Increases (103)</b>			
Assistant Professor	0	1	0
Associate Professor	11	2	1
Professor	14	5	2
Professor, Step V to VI	23	10	4
Professor, Step IX to Above Scale	5	0	2
Professor, Above Scale	9	0	2
Continuing Lecturer (accelerated)	7	4	0
Senior Lecturer, SOE	2	0	0
<b>Miscellaneous Actions (51)</b>			
Career Equity Reviews	2		2
TOE Screenings	1	0	0
POP Screenings	5	0	0

**Five-Year Reviews:** No advancement, performance satisfactory: 10  
 No advancement, performance unsatisfactory: 3

**Appraisals:** Positive – 18; Mixed – 1; Guarded – 9; Negative – 0

**Modifications – Advantageous to Candidate:**

Of the 40 CAP modifications, 12 were advantageous to the candidate: an accelerated promotion (not requested) – 5; greater accelerated promotion than proposed – 3; an accelerated merit (not requested) – 2; greater accelerated merit than proposed – 2.

**Modifications – Disadvantageous to Candidate:**

Of the 40 CAP modifications, 24 were disadvantageous to the candidate: appointment at a lower step – 1; promotion but no acceleration – 3; promotion but lesser acceleration – 2; no promotion but merit advancement – 3; lesser accelerated merit – 10; normal merit, no acceleration – 5.

APPENDIX B: ACTIONS ON SCHOOL OF MEDICINE AND SCHOOL OF  
VETERINARY MEDICINE FILES (Total = 141)

	Approved	Modified	Rejected
<b>Appointments (33)</b>			
Assistant Professor	5	1	0
Associate Professor	3	0	0
Professor	4	2	0
Via Change in Title	14	1	1
Endowed Chair	1		1
<b>Promotions (39)</b>			
Associate Professor	12	5	4
Professor	14	3	1
<b>Merit Increases (44)</b>			
Assistant Professor	3	0	0
Associate Professor	7	1	0
Professor	9	3	2
Professor, Step V to VI	14	1	2
Professor, Step IX to Above Scale	1	0	0
Professor, Above Scale	0	0	1
<b>Miscellaneous Actions (25)</b>			
Career Equity Reviews	3	0	0
TOE Screenings	3	0	0
POP Screenings	1	0	0

**Third Year Deferral:** Approved: 1

**Five-Year Reviews:** No advancement, performance satisfactory: 1  
No advancement, performance unsatisfactory: 1

**Appraisals:** Positive – 7; Mixed – 1; Guarded – 2; Negative – 5

**Modifications – Advantageous to Candidate:**

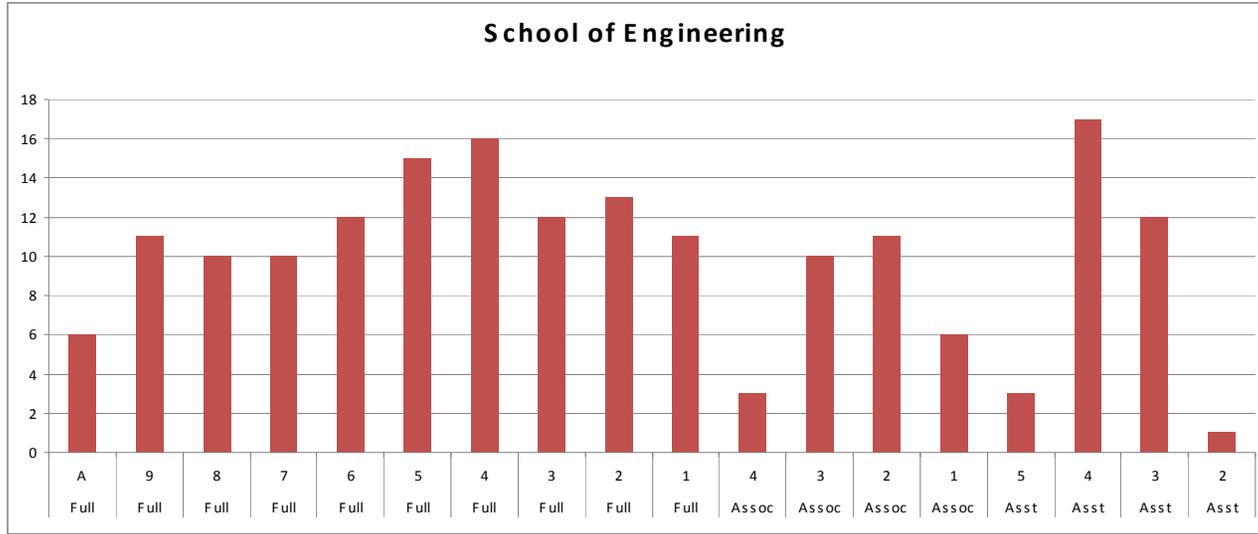
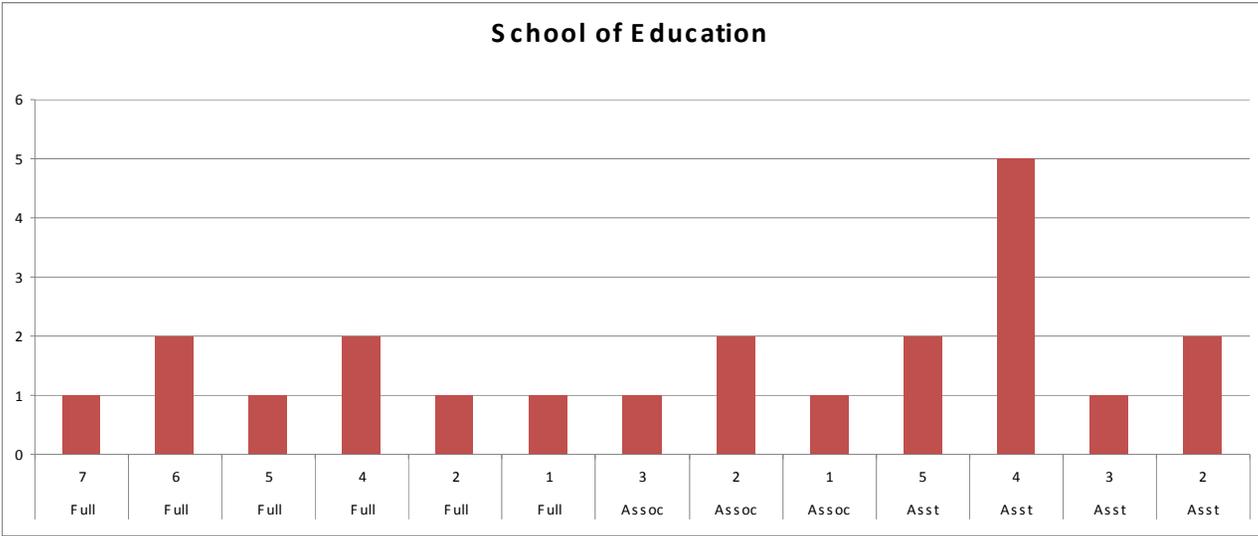
Of the 17 CAP modifications, 4 were advantageous to the candidate: appointment at a higher step – 2; an accelerated promotion (not requested) – 1; greater accelerated merit increase than requested – 1.

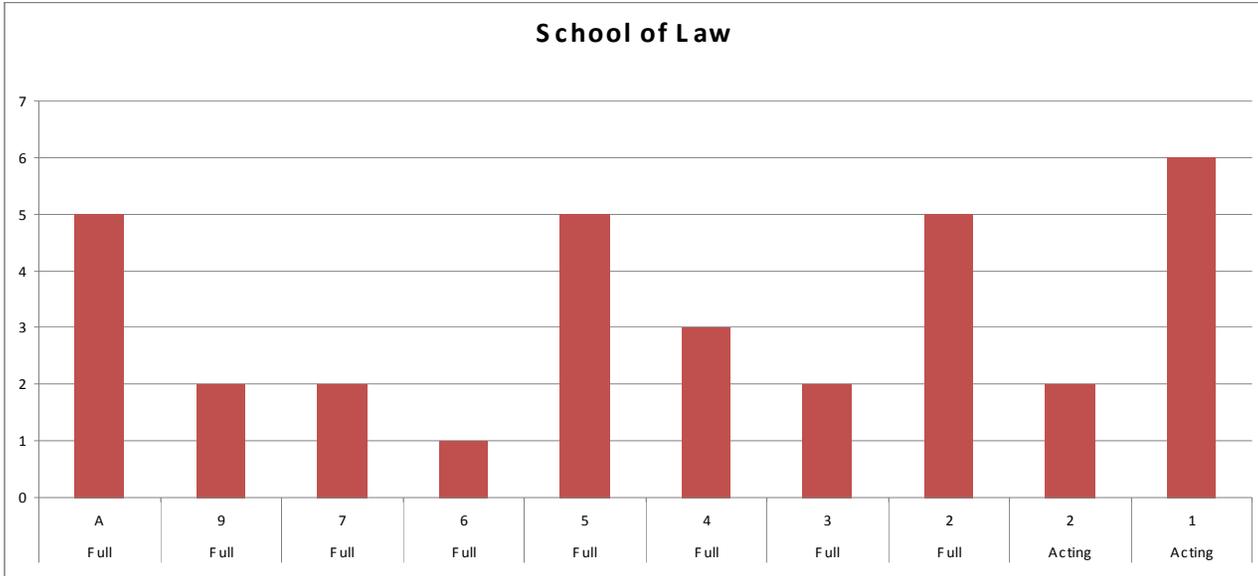
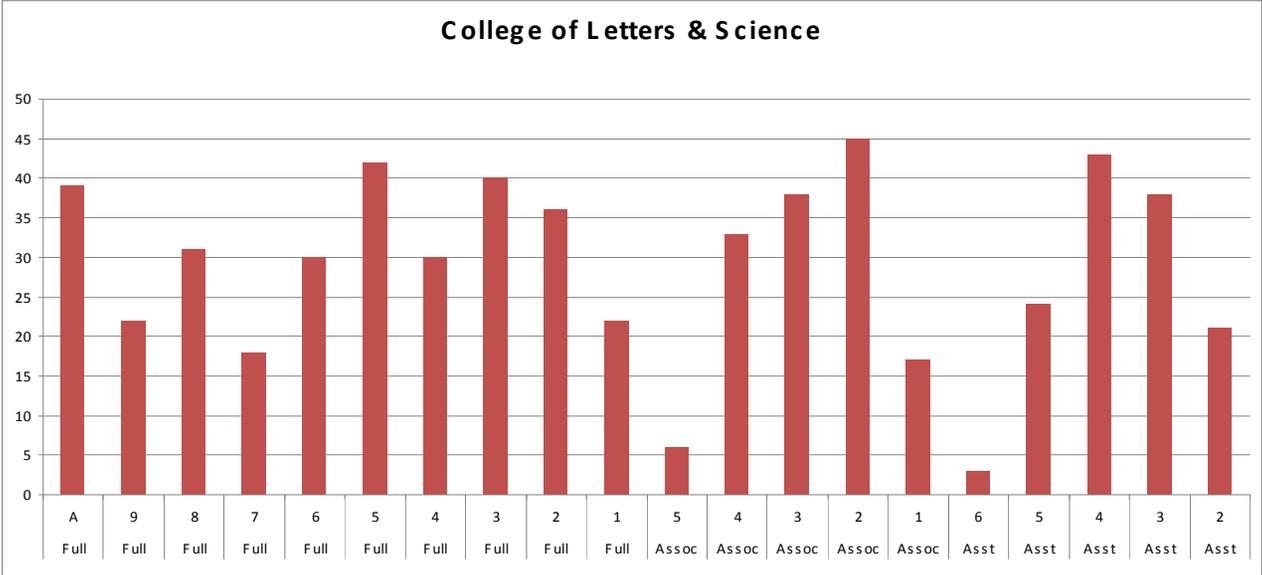
**Modifications – Disadvantageous to Candidate:**

Of the 17 CAP modifications, 13 were disadvantageous to the candidate: appointment at a lower step – 2; promotion but no acceleration – 1; no promotion but merit advancement – 7; lesser accelerated merit – 2; normal merit, no acceleration – 1.

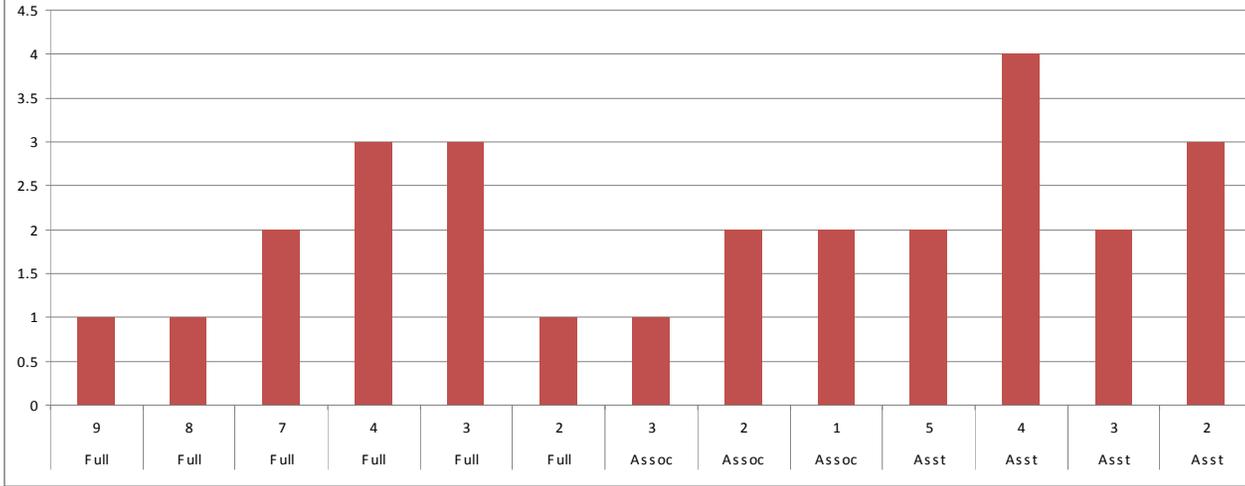
APPENDIX D: REDELEGATED MERIT ACTIONS

College/Div/School	FPC Recommendation		Dean's Decision		1 <sup>st</sup> Actions w/o FPC Input
	Yes	No	Yes	No	
CAES	62	6	60	8	9
CBS	22	0	22	0	9
EDU	6	0	6	0	2
ENG	49	6	52	3	0
GSM	5	0	5	0	2
HArCS	21	5	24	2	12
MPS	19	1	20	0	11
SS	26	2	28	0	26
LAW	3	0	3	0	0
SOM	106	11	108	9	10
VM	28	4	28	4	0
<b>Total</b>	<b>347</b>	<b>35</b>	<b>356</b>	<b>26</b>	<b>81</b>

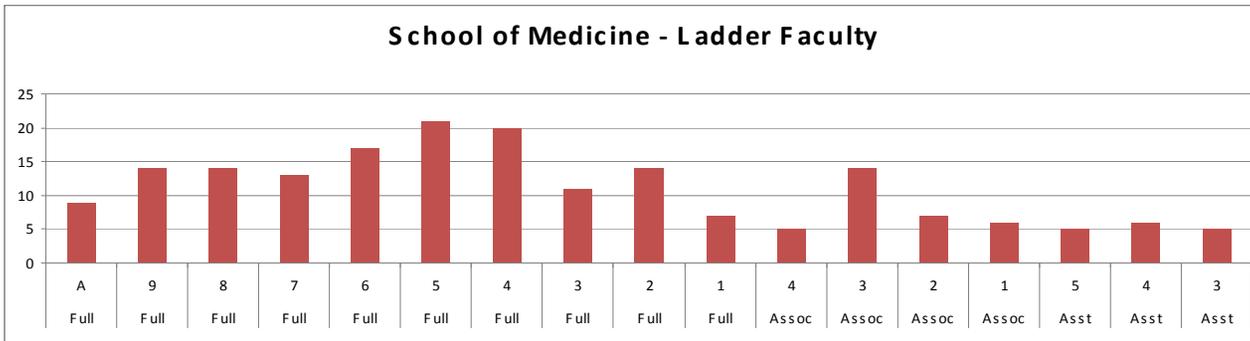




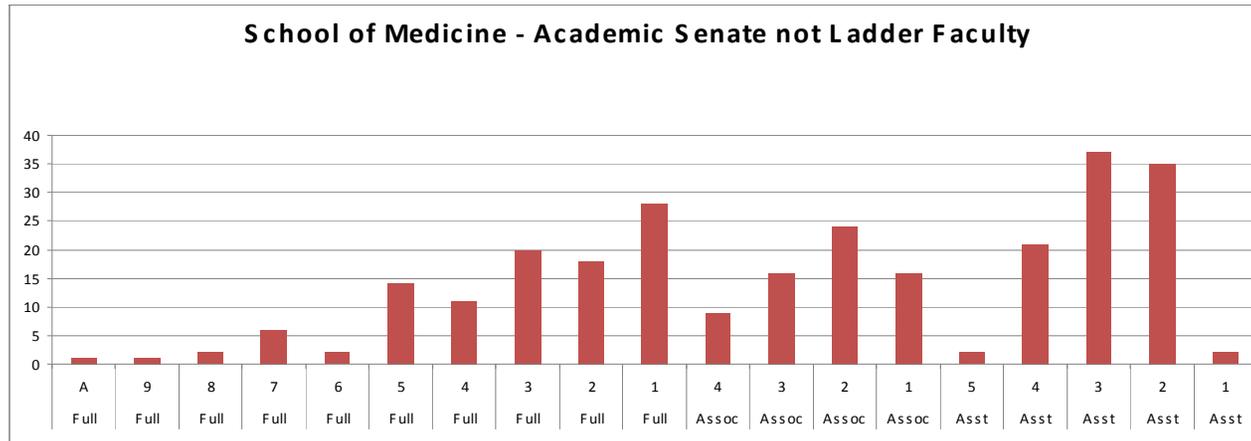
### Graduate School of Management



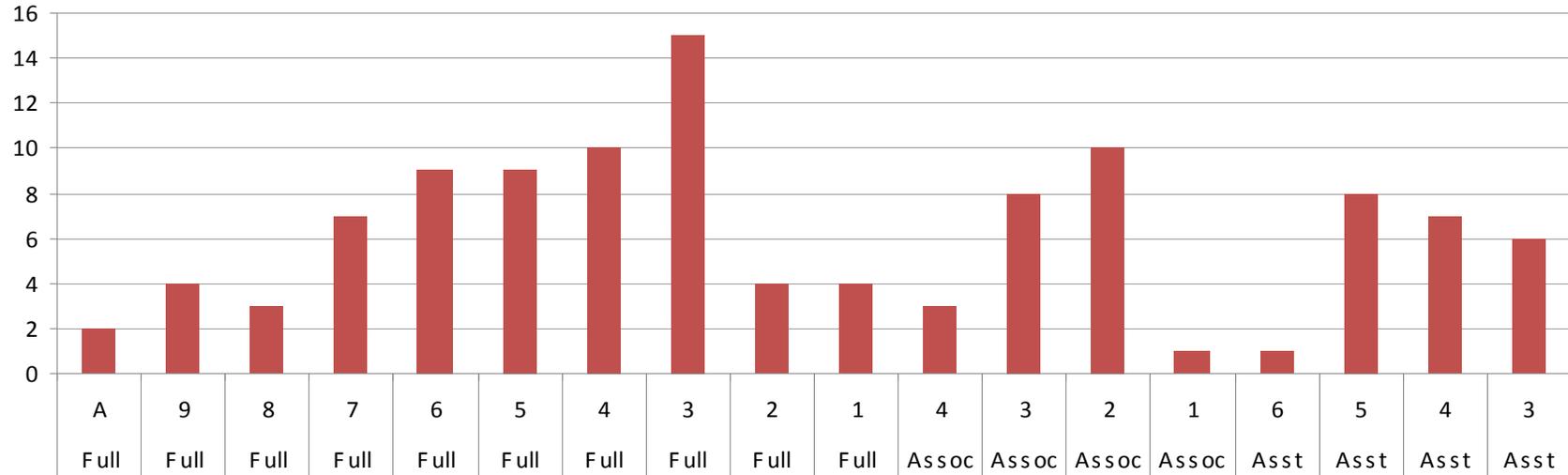
### School of Medicine - Ladder Faculty



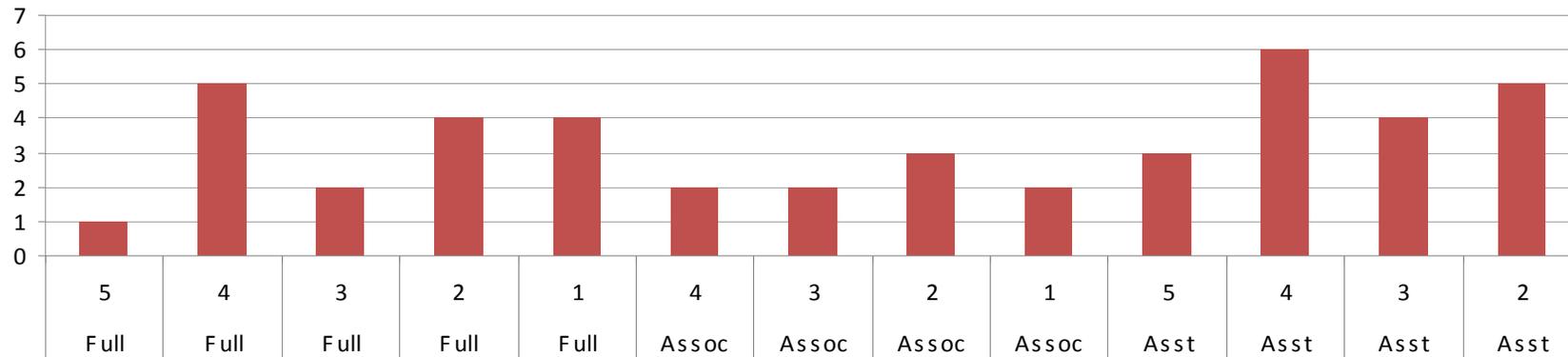
### School of Medicine - Academic Senate not Ladder Faculty



## School of Veterinary Medicine - Ladder Faculty



## School of Veterinary Medicine - Academic Senate not Ladder Faculty



# Salaries at the University of California, Davis in Comparison with other UC Campuses

A. Colin Cameron  
Robert C. Feenstra

Department of Economics, UC Davis  
Revised, October 20, 2008

During 2008, a Joint Faculty Salary Task Force at the University of California, Santa Cruz, analyzed the data for faculty salaries across the UC campuses. The charge of that task force was to: “Examine current policies and practices, at all levels of the academic personnel review, which affect faculty salaries and recommend modifications that ensure UCSC salaries are equitable relative to other UC campuses.” Their report has recently been submitted to the UCSC administration, and includes recommendations to bring UCSC salaries up to a level that is comparable with the average of other UC campuses.<sup>1</sup>

The goal of this report, prepared at the request of Robert Powell, Chair, UCD Academic Senate, is to describe the salaries and offscale levels at UCD using the same information made available to the UCSC task force.<sup>2</sup> Beyond a presentation of the data, no recommendations are made here; any such action is left to the deliberation of faculty and committees reading this report.

## 1. The Salary Dataset

The salaries used are as of October 1, 2007, and include all ladder-rank faculty, nine month appointments only, up to Full Professor step IX. No *above scale* faculty are included, but the *offscale* component of salaries is certainly included in the data. For comparability across campuses, professional schools are excluded (business, law, public policy, public health)<sup>3</sup>, and the UCSF campus and UCD Schools of Medicine and Veterinary Medicine are also excluded. These selection criteria were used by the UCSC task force. The remaining faculty can be thought of as those in Letters and Sciences *broadly defined*, e.g. including the College of Biological Sciences at Davis. But there are some anomalies across campuses: for example, 57 faculty from the College of Natural Resources at Berkeley are included in the dataset, but only a handful of faculty from the College Agricultural and Environmental Sciences at Davis, most likely because faculty from CAES have fiscal-year appointments. The focus on nine month appointments would exclude other UCD faculty, as well.

The dataset separates faculty who are on the Business, Economic and Engineering scale from other faculty; but since the business schools are omitted entirely, in practice this distinction is between Economics and Engineering faculty versus others in Letters and Sciences (broadly defined). We focus in this report on the L&S data, but include a brief description of the Economics and Engineering salaries in the final section.

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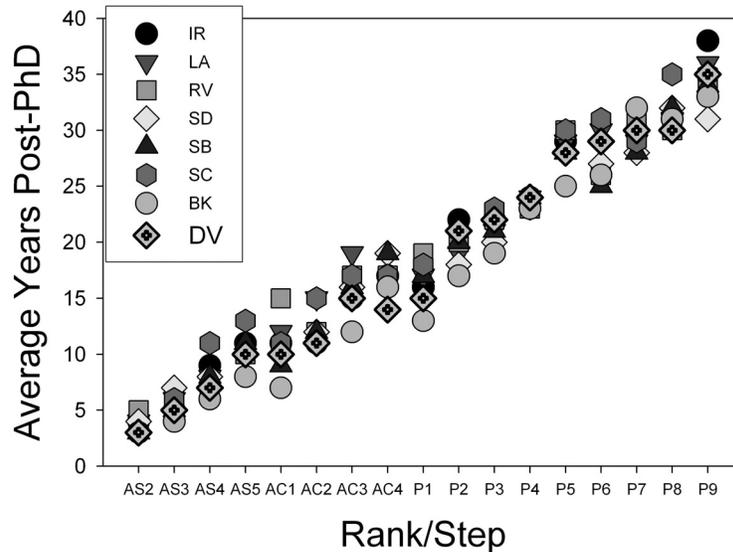
<sup>1</sup> “Senate-Administration Task Force on Faculty Salaries, Report,” September 10, 2008

<sup>2</sup> We thank Professor Lori Kletzer, University of California, Santa Cruz, for providing these data to us.

<sup>3</sup> See “Senate-Administration Task Force on Faculty Salaries, Report,” September 10, 2008, note 1, for a list of all excluded professional schools.

## 2. Time to Rank and Step

The focus of the report by the UCSC task force was on salaries and off-scale components. But while this report was being prepared, attention was also given to the time that it takes faculty on each campus to reach the ranks and steps of the UC personnel ladder. That information, shown in Figure 1, suggests that UCD faculty progress up the ladder as rapidly as at other UC campuses, on average. While there is some scatter across campuses, the UCD data fall well within the group.



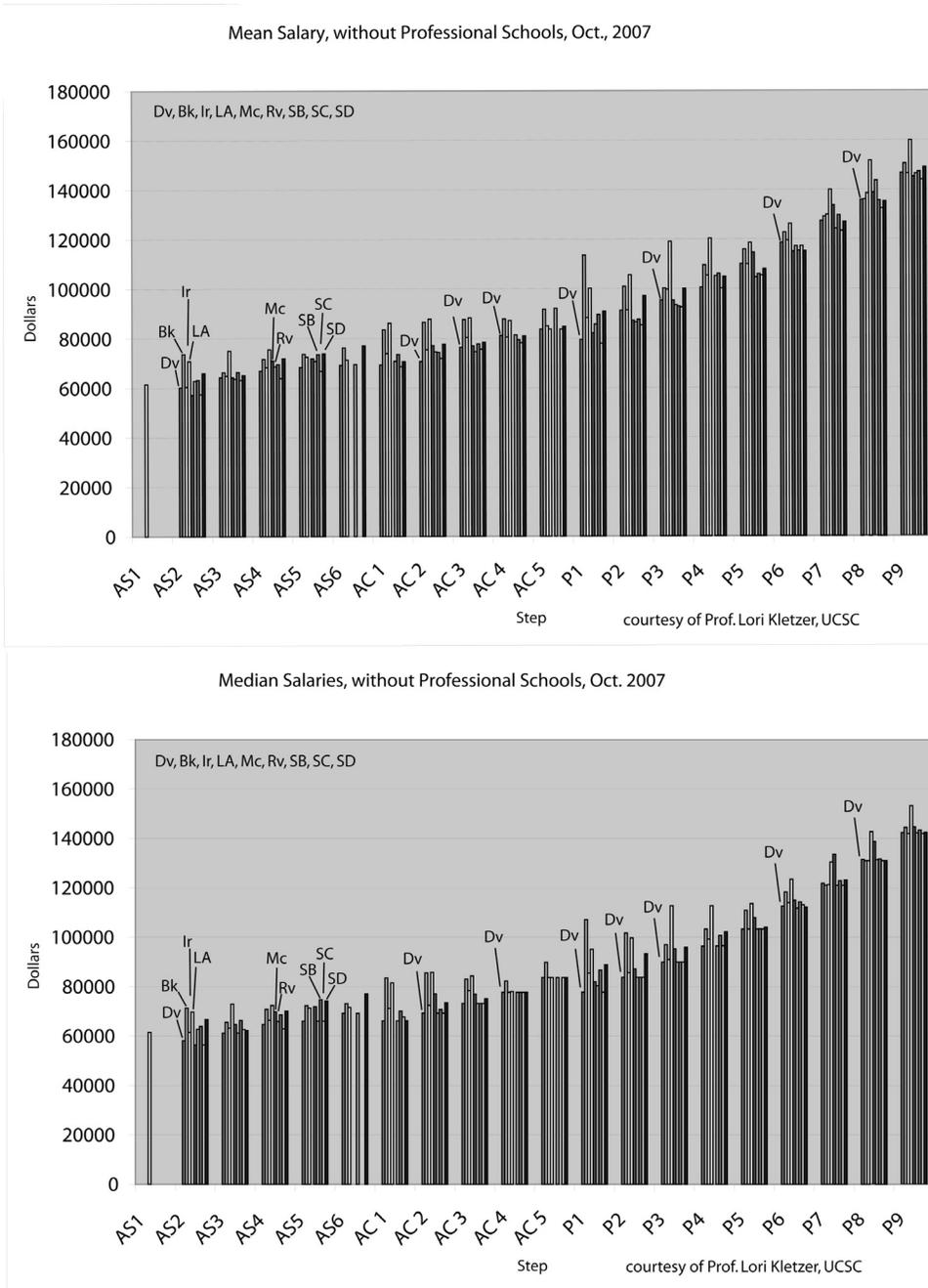
**Figure 1:** The Average Time to Reach each Rank and Step depending on Years since PhD (L&S Faculty, without Economics)

**Source:** Professor Bowman, University of California, Santa Cruz.

## 3. Comparing L&S Salaries at UCD and Other Campuses

Although the rank and steps are not significantly different among the various UC campuses, the salaries differ considerably. Figure 2 shows mean and median salaries, by rank and step, across the various campuses. UCD is shown as the first bar, and is often near the bottom of the various campuses (except at the highest steps). The highest-paid campuses are Berkeley and UCLA, which stand out as the second and third bars (with “Ir,” for the Lawrence Berkeley National Laboratory, squeezed in-between them).

To see the salary differences more easily, we focus now on the *offscale* component. Our finding in Figure 1 that the time to step and rank is broadly similar across campuses, together with the common salary scale, means the differences in salary must arise from offscale amounts.



**Figure 2:** The Mean (top) and Median (bottom) Salaries for Senate faculty with Academic-year appointments in the various UC campuses (L&S Faculty, without Economics)  
**Note:** These salaries include the step salaries and offscale adjustments.

The UCSC task force constructed the percentiles of the offscale amounts by rank and step. For example, the 25<sup>th</sup> percentile gives the dollar amount of offscale received by the person at that rank and step with 25% of the like faculty earning less offscale. Table 1 in the Appendix to this report shows the minimum, 25<sup>th</sup> percentile, median (50<sup>th</sup> percentile), mean, 90<sup>th</sup> percentile, and maximum offscale earned at each rank and step for each campus.

The Berkeley and UCLA campuses have much larger offscale amounts than the other campuses. For example, considering the 75<sup>th</sup> percentile of offscale increments, we obtain the following amounts for the nine campuses (taken from Table 1 in the Appendix):

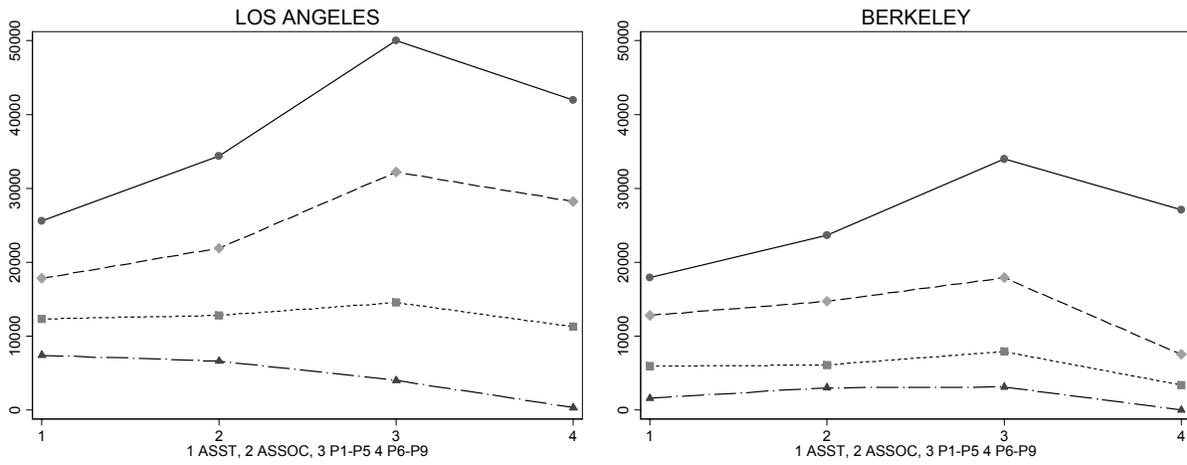
**Table 1: 75<sup>th</sup> percentile of Offscale Dollars, by Rank and Campus**  
(L&S Faculty, without Economics)

	<b>Assistant</b>	<b>Associate</b>	<b>P1-P5</b>	<b>P6-P9</b>
<b>Berkeley</b>	\$12,800	\$14,700	\$17,900	\$7,500
<b>Davis</b>	5,613	959	5,900	7,805
<b>Irvine</b>	8,900	8,300	11,000	6,700
<b>Los Angeles</b>	17,800	21,900	32,200	28,200
<b>Merced</b>	8,300	7,800	5,200	10,000
<b>Riverside</b>	9,100	2,800	3,500	5,800
<b>Santa Barbara</b>	9,000	6,000	6,100	7,400
<b>Santa Cruz</b>	4,100	1,800	2,300	3,000
<b>San Diego</b>	11,600	7,050	13,100	5,400

UCLA pays the highest offscale (in the 75<sup>th</sup> percentile) at every rank, followed by Berkeley. At the other end, UCSC stands out as paying the lowest in nearly every rank. The Davis campus pays the second-lowest offscale (in the 75<sup>th</sup> percentile) for Assistant professors, the *lowest* for Associate professors, the third-lowest for P1 – P5, and an amount that is roughly in the middle of the range for P6 – P9.<sup>4</sup> Thus, it is evident that the shortfall of offscale paid by Davis occurs especially at the Assistant and Associate professor ranks.

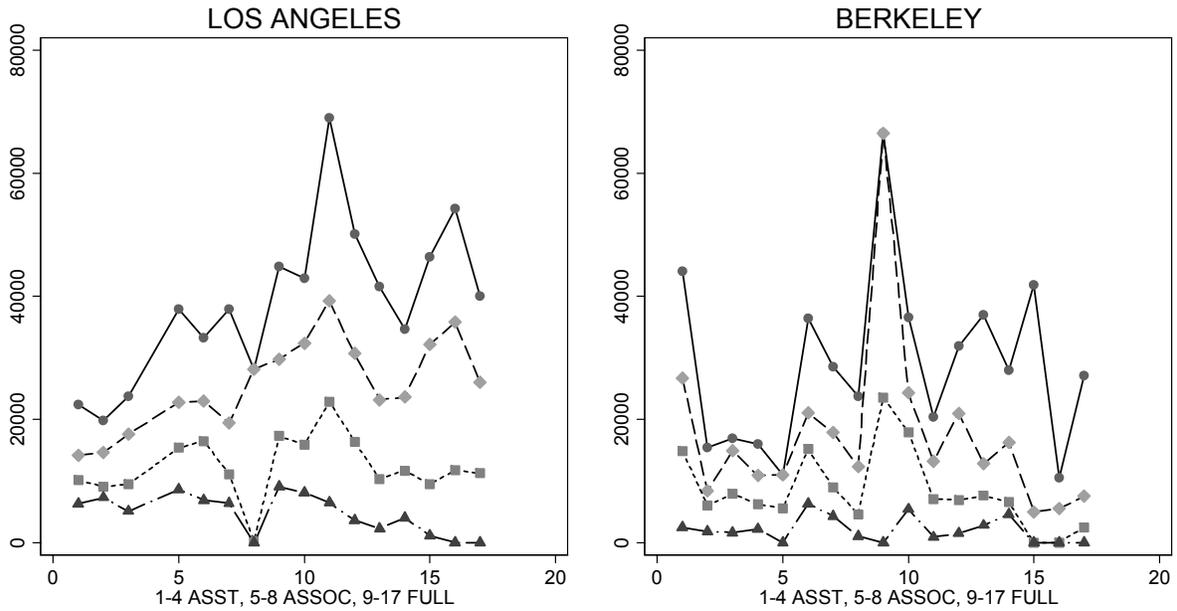
The high levels of offscale paid by UCLA and Berkeley are shown more fully in Figure 3, where we plot the 25<sup>th</sup> percentile, median, 75<sup>th</sup> percentile, and 90<sup>th</sup> percentile of the offscale dollars at each rank. For example, the 90<sup>th</sup> percentile of offscale for UCLA is close to \$50,000 at the P1 – P5 rank, which is the highest shown in Figure 3. Even the 25<sup>th</sup> percentile of offscale exceeds \$10,000 on both campus for most ranks. In other words, nearly 75% of the faculty on both campuses earn at least \$10,000 in offscale, and often much more. While Figure 3 (and Table 1) summarized the offscale amounts by rank, we can instead plot the amounts by *rank and step*, which is done in Figure 4. For both campuses the highest 90<sup>th</sup> percentile of offscale exceeds \$60,000, and there is generally a fall in offscale at grid point 8 (Associate Step IV) and point 14 (Full Step V).

<sup>4</sup> Combining all the campuses, the 75<sup>th</sup> percentile of offscale at the P6 – P9 rank is \$9,600, and combining all campuses except Berkeley and UCLA then the 75<sup>th</sup> percentile of offscale at the P6 – P9 rank is \$5,800. Thus, the offscale paid by Davis at that rank falls in-between these two amounts.



Curves from top are p90, p75, median and p25

**Figure 3.** 25<sup>th</sup> percentile, Median, 75<sup>th</sup> percentile, and 90<sup>th</sup> percentile of the Offscale Dollars at each Rank, for UCLA and Berkeley (L&S faculty, without Economics)



Curves from top are p90, p75, median and p25

**Figure 4.** 25<sup>th</sup> percentile, Median, 75<sup>th</sup> percentile, and 90<sup>th</sup> percentile of the Offscale Dollars at each Rank and Step, for UCLA and Berkeley (L&S faculty, without Economics)

Turning now to the other campuses, in Figure 5 we plot the 25<sup>th</sup> percentile, median, 75<sup>th</sup> percentile, and 90<sup>th</sup> percentile of the offscale dollars at each rank, for all other campuses with the exception of Merced.<sup>5</sup> A common scale from zero to \$30,000 is used for these other campuses (in contrast to the scale of zero to \$50,000 used for UCLA and Berkeley). Figure 5 shows that Davis is below all the other campuses except Santa Cruz at the 25<sup>th</sup> percentile of offscale, the median and the 75<sup>th</sup> percentile. Particularly striking is that at the Associate professor level the 75<sup>th</sup> percentile of offscale is less than \$1,000 at Davis, as was also shown above in Table 1. At the 90<sup>th</sup> percentile of offscale, Davis is closest to Santa Barbara.

Figure 6 summarizes the offscale amounts by *rank and step* for these campuses. The highest 90<sup>th</sup> percentile of offscale is less than \$30,000 at Davis, but exceeds \$30,000 on every other campus except UCSC. Again, there is generally a fall in offscale at grid point 8 (Associate Step IV) and point 14 (Full Step V).

### 3. Economics and Engineering Salaries

The analysis above was conducted on data for Letters and Sciences faculty (broadly defined), excluding Economics. But as explained at the beginning of the report, the salary data also included those faculty on the Business, Economic and Engineering pay scale. Since business schools were excluded from the dataset entirely, we focus now on Economics and Engineering faculty.

Offscale salaries are used more widely in Economics than in Engineering: 56% of people in Engineering across all campuses have offscale components, and 76% of person in Economics.<sup>6</sup> In addition, the offscale amounts are higher in Economics, reflecting the market pressure from business schools and private firms. Across all campuses, the median offscale (for those receiving some) in Engineering is \$5,600, while in Economics it is \$16,500. However, these amounts hide considerable disparities *across* the campuses.

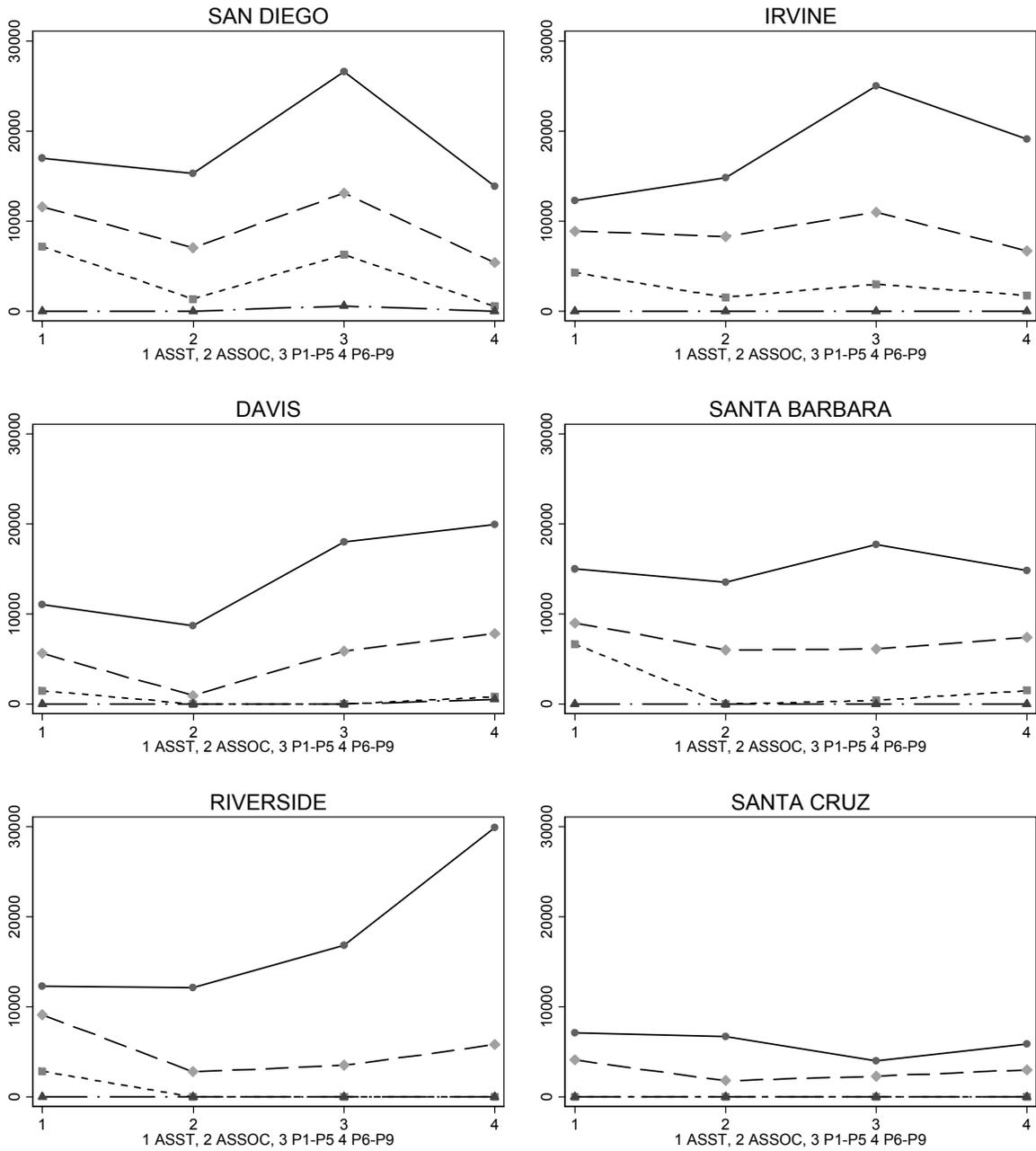
To illustrate the differences across campuses, we regressed the natural log of each individual's salary on the natural log of the salary scale for that person, and indicator variables for each of the campuses except Davis. That is, we run the following regression:

$$\ln(\text{salary}) = b_0 + b_1 \ln(\text{scale}) + b_2 LA + b_3 BK + b_4 SD + b_5 IR + b_6 SB + b_7 RI + b_8 SC .$$

The indicator variable for each campus takes a value of unity if the individual comes from that campus, and zero otherwise. Notice that the omitted indicator variable is the Davis campus. For that reason, the estimated coefficients of the indicator variables,  $b_2$ ,  $b_3$ ,  $b_4$ , etc. can be interpreted as the proportionate difference in the salary on each campus due to offscale, *as compared to Davis*. This regression was run separately for faculty in Engineering and Economics, with the results shown in Table 2.

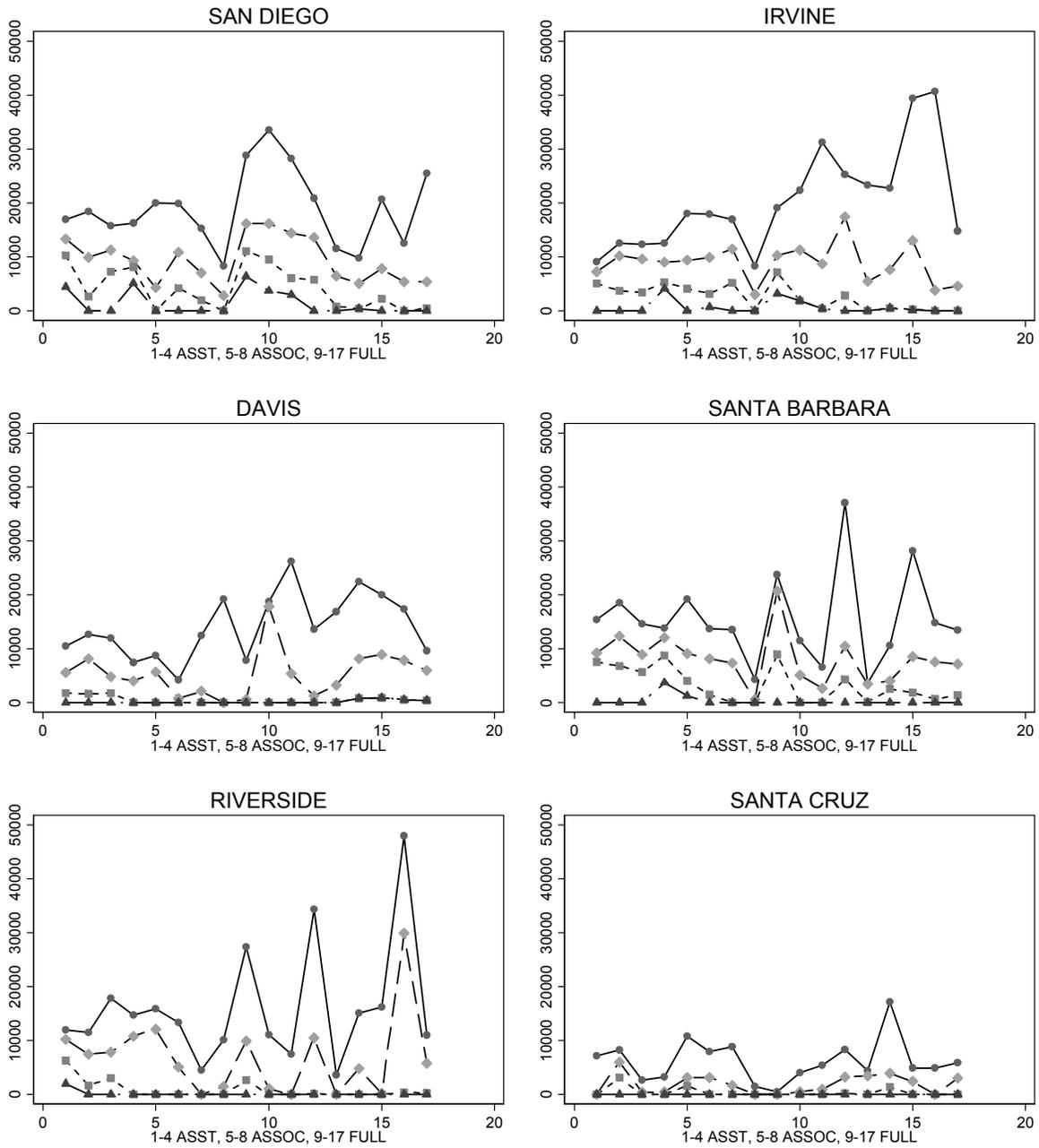
<sup>5</sup> We omit Merced due to the low number of observations, with just 60 faculty in the dataset, but the data for Merced are reported in Table 1 of the Appendix.

<sup>6</sup> We omitted the Merced campus, where the 28 observations were too few for the regressions we run. We also omit 17 observations from the UCSD management school, because other business schools were excluded.



Curves from top are p90, p75, median and p25

**Figure 5.** 25<sup>th</sup> percentile, Median, 75<sup>th</sup> percentile, and 90<sup>th</sup> percentile of the Offscale Dollars at each Rank, for other Campuses (L&S faculty, without Economics)



Curves from top are p90, p75, median and p25

**Figure 6.** 25<sup>th</sup> percentile, Median, 75<sup>th</sup> percentile, and 90<sup>th</sup> percentile of the Offscale Dollars at each Rank and Step, for other Campuses (L&S faculty, without Economics)

**Table 2: Regression Results for Engineering and Economics**  
Dependent variable – Faculty salary

	Engineering, N = 1,021, R <sup>2</sup> = 0.89			Economics, N = 204, R <sup>2</sup> = 0.71		
	b coefficient	Standard Error	Percent difference from UCD	b coefficient	Standard error	Percent difference from UCD
Ln(scale)	0.983	0.012		0.831	0.049	
LA	0.068	0.009	7.0	0.393	0.042	48.1
BERK	0.030	0.008	3.0	0.189	0.045	20.8
SDIEGO	0.043	0.008	4.4	0.136	0.044	14.6
IRVINE	0.008	0.008	0.8	0.023	0.047	2.3
SBARB	0.018	0.009	1.8	-0.002	0.048	-0.2
RIV	0.023	0.010	2.3	-0.067	0.050	-6.5
SCRUZ	0.000	0.011	0.0	-0.073	0.045	-7.0
Constant	0.219	0.133		2.070	0.563	

**Notes:**

Results from a regression of the natural log of the salary scale for that person, and indicator variables for each of the campuses except Davis. The column labeled Percent is computed as  $100[\exp(b)-1]$ , where  $b$  is the coefficient obtained on the indicator variable for that campus. Because Davis is the omitted campus, the Percent column shows the amount by which the salary on each campus differs from Davis due to offscale.

For Engineering, the regression results in Table 2 show that the offscale amounts do not vary that much across campuses. UCLA again pays the highest offscale. The  $b$  coefficient of 0.068, or 7%, indicates that the offscale at UCLA raises the average Engineering salary 7% above the average salary at Davis, for someone at the same rank and step. Berkeley and UCSD are 3.0% and 4.4% above Davis, on average, and the other campuses are even closer. These amounts may not seem that large, but because they should be interpreted as percentages *of the on-scale salary*, even a modest amount like 3% or 4% can translate into thousands of dollars.

For Economics, the offscale amounts differ a great deal across the campuses. The offscale paid by UCLA leads to nearly 50% higher salaries than at Davis, while those at Berkeley and UCSD lead to 21% and 15% higher salaries, respectively, for persons at the same rank and step. In these cases, the percentage differences are large and the absolute dollar differences would be larger yet, in the tens of thousands of dollars. The other campuses are not that different from Davis, and because the  $b$  coefficients have standard errors that are just as large, the differences are not statistically significant (only UCSC is significantly below Davis). The large standard errors in these cases are due to a disparity of offscale components across faculty, reflecting individual differences in productivity and market pressure that prevents meaningful conclusions from being drawn across the remaining campuses.

Table 1

Dollars offscale (including zeros), regular academic scale, no professional schools, eff. 10/1/07

		AS	AC	P1-P5	P6-P9	Total			AS	AC	P1-P5	P6-P9	Total
BK	max	46100	101100	91400	65600	101100	SB	max	27800	45800	55900	65800	65800
	p90	17900	23700	34000	27100	25900		p90	15000	13500	17700	14800	14800
	p75	12800	14700	17900	7500	13600		p75	9000	6000	6100	7400	7600
	mean	8334	10838	12999	8038	10118		mean	6809	4433	5364	5765	5467
	median	5900	6100	7900	3350	5500		median	6650	0	400	1500	1600
	p25	1600	3000	3100	0	1100		p25	0	0	0	0	0
	min	0	0	0	0	0		min	0	0	0	0	0
	share w/ >0 \$	0.86	0.89	0.82	0.62	0.79		share w/ >0 \$	0.74	0.5	0.52	0.6	0.57
	N	168	213	201	208	790		N	94	145	158	134	531
DV	max	27915	31350	114000	43248	114000	SC	max	14400	26800	43700	38800	43700
	p90	11071	8698	17983	19956	14183		p90	7100	6700	4000	5900	6300
	p75	5613	959	5900	7805	5285		p75	4100	1800	2300	3000	2600
	mean	3753	2675	5431	5776	4424		mean	2235	1980	2094	2777	2239
	median	1487	0	0	800	397		median	0	0	0	0	0
	p25	0	0	0	524	0		p25	0	0	0	0	0
	min	0	0	0	0	0		min	0	0	0	0	0
	share w/ >0 \$	0.57	0.3	0.36	0.91	0.51		share w/ >0 \$	0.46	0.34	0.37	0.41	0.39
	N	155	117	175	98	545		N	93	95	127	81	396
IR	max	33500	43900	69000	52000	69000	SD	max	90100	64000	62800	66200	90100
	p90	12300	14800	25000	19100	17900		p90	17000	15300	26600	13900	18900
	p75	8900	8300	11000	6700	9000		p75	11600	7050	13100	5400	10100
	mean	5263	5429	8456	6716	6455		mean	7897	5208	9347	5727	7102
	median	4300	1550	3000	1750	2400		median	7200	1350	6300	550	3400
	p25	0	0	0	0	0		p25	0	0	600	0	0
	min	0	0	0	0	0		min	0	0	0	0	0
	share w/ >0 \$	0.7	0.68	0.74	0.64	0.69		share w/ >0 \$	0.72	0.52	0.75	0.58	0.65
	N	142	166	155	112	575		N	126	124	141	132	523
LA	max	70900	113100	151256	145000	151256	Total	max	90100	113100	151256	145000	151256
	p90	25600	34400	50000	42000	41400		p90	15900	21100	31700	28900	23300
	p75	17800	21900	32200	28200	25400		p75	10300	10400	13600	9600	11000
	mean	13845	16472	21284	18115	18203		mean	6746	7391	10365	8683	8411
	median	12300	12800	14550	11250	12800		median	5000	2900	3500	2200	3400
	p25	7400	6600	4000	300	5000		p25	0	0	0	0	0
	min	0	0	0	0	0		min	0	0	0	0	0
	share w/ >0 \$	0.97	0.87	0.87	0.76	0.86		share w/ >0 \$	0.72	0.62	0.64	0.64	0.65
	N	137	181	302	222	842		N	1,102	1,126	1,380	1,064	4,672
MC	max	20200	7800	27100	15600	27100	Dropping BK & LA: Total	max	90100	70700	114000	66200	114000
	p90	11800	7800	27100	15600	12500		p90	12700	12700	18700	15900	14900
	p75	8300	7800	5200	10000	7800		p75	8300	5450	7200	5800	7200
	mean	5405	5800	6756	5525	5637		mean	5191	4142	6001	5592	5256
	median	5200	5800	4200	4300	4900		median	3944	0	700	700	903
	p25	0	3800	3400	0	0		p25	0	0	0	0	0
	min	0	3800	2000	0	0		min	0	0	0	0	0
	share w/ >0 \$	0.66	1	1	0.63	0.72		share w/ >0 \$	0.64	0.47	0.52	0.61	0.56
	N	41	2	9	8	60		N	797	732	877	634	3,040
RV	max	37600	70700	61467	52000	70700							
	p90	12300	12100	16800	29900	14150							
	p75	9100	2800	3500	5800	6400							
	mean	5092	3973	4547	6229	4908							
	median	2850	0	0	0	0							
	p25	0	0	0	0	0							
	min	0	0	0	0	0							
	share w/ >0 \$	0.64	0.33	0.32	0.48	0.46							
	N	146	83	112	69	410							