NOTICE OF MEETING
Tuesday, December 7, 2021, 3:30 to 5:00 p.m.
Email Samantha Maheu at smaheu@ucsd.edu to obtain the Zoom link.

ORDER OF BUSINESS

(1) Minutes of Meeting of October 12, 2021

(2-7) Announcements

(a) Chair Tara Javidi

(b) Research Integrity Updates
Sandra Brown, Vice Chancellor for Research
Angela McMahl, Assistant Vice Chancellor for Research Compliance and Integrity

(d) Senate-Administration Workgroup on Academic Advancement in the Wake of COVID-19 Report
Robert Continetti, Senior Associate Vice Chancellor, Academic Affairs, Workgroup Co-Chair
Susan Narucki, Distinguished Professor, Department of Music, Workgroup Co-Chair

(e) Contract Cheating
Tricia Bertram Gallant, Director, Academic Integrity Office

(8) Special Orders

(a) Consent Calendar
Representative Assembly-Senate Council Members

(9) Reports of Special Committees

(10) Reports of Standing Committees

(a) Graduate Council, Arshad Desai, Chair; and Edward Vul, Associate Professor, Department of Psychology
• Proposed PhD Specialization in Computational Social Science

(b) Graduate Council, Arshad Desai, Chair; and Ezra Cohen, Professor, Department of Medicine
• Proposed Master of Science in Precision Medicine (online)

(11) Reports of Faculties

[Any member of the Academic Senate may attend and make motions at meetings of the Representative Assembly; however, only members of the Representative Assembly may second motions and vote.]
(12) Petitions of Students  [none]

(13) Unfinished Business  [none]

(14) New Business
SAN DIEGO DIVISIONAL REPRESENTATIVE ASSEMBLY MEETING ZOOM ATTENDANCE INSTRUCTIONS

A Logging into the Meeting

1 Senate Members who are not Representative Assembly Members & Invited Guests

RSVP prior to the start of the meeting to obtain the meeting link: email Samantha Maheu at smaheu@ucsd.edu.

2 Representative Assembly Members

Representative Assembly members are not required to RSVP for the meeting. The Senate Office will distribute a meeting link to all members via email. Contact Samantha Maheu at smaheu@ucsd.edu if you are an Assembly Representative and you did not receive the meeting link.

B Meeting Participation

When you join the meeting, you will be placed in a waiting room until the meeting host admits you into the meeting. Please log in 15 minutes early (at 3:15) to ensure that you are admitted to the meeting before it starts (at 3:30).

Your audio will be disabled by default when you enter the meeting; please refrain from turning on your microphone unless called upon by the Chair.

During the meeting, the Chair will call for questions and comments at the appropriate intervals, as usual, and you may raise your electronic hand in Zoom to request to speak. However, discussion may be limited due to the Zoom format of the meeting. Thus, participants are strongly encouraged to review the meeting materials in advance of the meeting and send questions to academicsenateoffice@ucsd.edu with the agenda topic number or proposal title in the subject line of the email, by noon on Friday, December 3, 2021. Your questions will be shared with the presenters so that they may address them in their presentations, and thus help to mitigate the challenge presented by a large Zoom meeting.

Following discussion of items that require a vote, a poll will pop-up on your screen to vote. As with in-person meetings, only Representative Assembly members may vote. Primary Representatives and Alternate Representatives should coordinate their attendance and voting for this meeting. Both may attend; however, Alternate Representatives may only vote in the absence of the Primary Representative. Please coordinate who will attend and cast votes in advance of the meeting.

C Additional Zoom Meeting Note

Please use your actual first and last name with your Zoom account; the Senate Office must be able to establish your identity in order to admit you into a Representative Assembly meeting.

Instructions on how to manage your Zoom profile can be found here: https://support.zoom.us/hc/en-us/articles/201363203-Customizing-your-Profile.
## REPRESENTATIVE ASSEMBLY MEMBERSHIP - 2021/2022

### MEMBERS BY NAME

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACHIM, CRISTIAN</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>PSYCHIATRY</td>
</tr>
<tr>
<td>ACKERMAN, FARRELL</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>LINGUISTICS</td>
</tr>
<tr>
<td>ADAMS, JOSEPH A</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>PHARMACOLOGY</td>
</tr>
<tr>
<td>ALGAZE, GUILLERMO</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>ANTHROPOLOGY</td>
</tr>
<tr>
<td>ARCOS HERRERA, CAROL</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>SEVENTH COLLEGE</td>
</tr>
<tr>
<td>ARIAS-CASTRO, ERY</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>MATHEMATICS</td>
</tr>
<tr>
<td>BAKER, DEWLEEN G</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>PSYCHIATRY</td>
</tr>
<tr>
<td>BANERJEE, SNEHAL</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>Rady School of Management</td>
</tr>
<tr>
<td>BEAUMONT, THOMAS LA MAR</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>NEUROLOGICAL SURGERY</td>
</tr>
<tr>
<td>BECKER, JANET MARIA</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>SIO</td>
</tr>
<tr>
<td>BEG, FARHAT N</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>MAE</td>
</tr>
<tr>
<td>BINDER, AMY JILL</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>SOCIOLOGY</td>
</tr>
<tr>
<td>BLANCO, JOHN D</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>LITERATURE</td>
</tr>
<tr>
<td>BLOSS, CINNAMON SUE</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>HWSPH</td>
</tr>
<tr>
<td>BOLAR, DIVYA SANAM</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>RADIOLOGY</td>
</tr>
<tr>
<td>BRENNER, DAVID ALLEN</td>
<td>EX OFFICIO</td>
<td>VICE CHANCELLOR, HEALTH SCIENCES</td>
</tr>
<tr>
<td>BRITT, KING JAMES</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>MUSIC</td>
</tr>
<tr>
<td>BROWN, SANDRA A</td>
<td>EX OFFICIO</td>
<td>VICE CHANCELLOR, RESEARCH AFFAIRS</td>
</tr>
<tr>
<td>BRYDGES, STACEY</td>
<td>EX OFFICIO</td>
<td>CHAIR, UNDERGRADUATE COUNCIL</td>
</tr>
<tr>
<td>BUCKLEY, JILL CHRISTINE</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>UROLOGY</td>
</tr>
<tr>
<td>BURELLE, JULIE SARA</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>THEATRE &amp; DANCE</td>
</tr>
<tr>
<td>BURNEY, JENNIFER A</td>
<td>EX OFFICIO</td>
<td>CHAIR, DIVERSITY &amp; EQUITY</td>
</tr>
<tr>
<td>CARROLL, AMY SARA</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>LITERATURE</td>
</tr>
<tr>
<td>CAUWENBERGHS, GERT</td>
<td>EX OFFICIO</td>
<td>CHAIR, RESEARCH</td>
</tr>
<tr>
<td>CHAO, LIN</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>BIOLOGICAL SCIENCES</td>
</tr>
<tr>
<td>CHEN, JIUN-SHYAN</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>STRUCTURAL ENGINEERING</td>
</tr>
<tr>
<td>CHERNER, MARIANA</td>
<td>EX OFFICIO</td>
<td>SENIOR REPRESENTATIVE, ACADEMIC ASSEMBLY</td>
</tr>
<tr>
<td>CHO, ERICA R</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>VISUAL ARTS</td>
</tr>
<tr>
<td>CHU, HIUTUNG</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>PATHOLOGY</td>
</tr>
<tr>
<td>CIACCI, JOSEPH D</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>NEUROLOGICAL SURGERY</td>
</tr>
<tr>
<td>CLELAND, ELSA E</td>
<td>EX OFFICIO</td>
<td>CHAIR, COMMITTEE ON COMMITTEES</td>
</tr>
<tr>
<td>CLEMENS, KATHERINE MECKEL</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>ECONOMICS</td>
</tr>
<tr>
<td>COHEN, SHANA R</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>ROOSEVELT COLLEGE</td>
</tr>
<tr>
<td>CONSTABLE, STEVEN C</td>
<td>EX OFFICIO</td>
<td>IMMEDIATE PAST CHAIR, SAN DIEGO DIVISION</td>
</tr>
<tr>
<td>COOK-ANDERSEN, HEIDI LEIGH</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>OBSTETRICS, GYNECOLOGY, &amp; REPRODUCTIVE SCIENCES</td>
</tr>
<tr>
<td>COOKE, JAMES EDWARD</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>MUIR COLLEGE</td>
</tr>
<tr>
<td>Name</td>
<td>Role</td>
<td>Department/Office</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-----------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>CORBETT, KEVIN DANIEL</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>CELLULAR &amp; MOLECULAR MEDICINE</td>
</tr>
<tr>
<td>CORTES, JORGE</td>
<td>EX OFFICIO</td>
<td>CHAIR, CAMPUS &amp; COMMUNITY ENVIRONMENT</td>
</tr>
<tr>
<td>COSMAN, PAMELA C</td>
<td>EX OFFICIO</td>
<td>CHAIR, ACADEMIC PERSONNEL</td>
</tr>
<tr>
<td>DAHL, GORDON BOYACK</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>MARSHALL COLLEGE</td>
</tr>
<tr>
<td>DAMEFF, CHRISTIAN JORDAN</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>EMERGENCY MEDICINE</td>
</tr>
<tr>
<td>DEAK, GEDEON O</td>
<td>EX OFFICIO</td>
<td>CHAIR, PLANNING &amp; BUDGET</td>
</tr>
<tr>
<td>DESAI, ARSHAD B</td>
<td>EX OFFICIO</td>
<td>CHAIR, GRADUATE COUNCIL</td>
</tr>
<tr>
<td>DEWAARD, ANDREW MICHAEL</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>COMMUNICATIONS</td>
</tr>
<tr>
<td>DORRESTEIN, PIETER C</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>SSPPS</td>
</tr>
<tr>
<td>DORSCHNER, ROBERT A</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>DERMATOLOGY</td>
</tr>
<tr>
<td>DOWDY, STEVEN F</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>CELLULAR &amp; MOLECULAR MEDICINE</td>
</tr>
<tr>
<td>DUBNOV, SHLOMO</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>SIXTH COLLEGE</td>
</tr>
<tr>
<td>EDINGTON, CLAIRE ELLEN</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>HISTORY</td>
</tr>
<tr>
<td>EISENMAN, IAN</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>SIO</td>
</tr>
<tr>
<td>FAN, WENYUAN</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>SIO</td>
</tr>
<tr>
<td>FERREIRA, VICTOR S</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>PSYCHOLOGY</td>
</tr>
<tr>
<td>FITZSIMMONS, PATRICK J</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>MATHEMATICS</td>
</tr>
<tr>
<td>FLEISCHER, JASON G</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>COGNITIVE SCIENCE</td>
</tr>
<tr>
<td>FORBES, DOUGLASS JANE</td>
<td>EX OFFICIO</td>
<td>SENIOR REPRESENTATIVE, ACADEMIC ASSEMBLY</td>
</tr>
<tr>
<td>FRANK, LAWRENCE DOUGLAS</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>URBAN STUDIES &amp; PLANNING</td>
</tr>
<tr>
<td>FRIEDMAN, RICK ADAM</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>SURGERY</td>
</tr>
<tr>
<td>FUSTE, JOSE IGNACIO</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>ETHNIC STUDIES</td>
</tr>
<tr>
<td>GABRIEL, RODNEY A</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>ANESTHESIOLOGY</td>
</tr>
<tr>
<td>GALPERIN, MICHAEL</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>CHEMISTRY &amp; BIOCHEMISTRY</td>
</tr>
<tr>
<td>GILL, PHILIP E</td>
<td>EX OFFICIO</td>
<td>CHAIR, PRIVILEGE &amp; TENURE</td>
</tr>
<tr>
<td>GNEEZY, AYELET</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>Rady School of Management</td>
</tr>
<tr>
<td>GOLAN, TAL</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>SIXTH COLLEGE</td>
</tr>
<tr>
<td>GOLDMAN, HARVEY STERN</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>SOCIOLOGY</td>
</tr>
<tr>
<td>GREMEL, CHRISTINA M</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>PSYCHOLOGY</td>
</tr>
<tr>
<td>GRINSTEIN, BENJAMIN</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>PHYSICS</td>
</tr>
<tr>
<td>HALGREN, ERIC</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>NEUROSCIENCES</td>
</tr>
<tr>
<td>HALPAIN, SHELLEY L</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>BIOLOGICAL SCIENCES</td>
</tr>
<tr>
<td>HERMANN, THOMAS C</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>SIXTH COLLEGE</td>
</tr>
<tr>
<td>HINIKER, ANNE ELIZABETH</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>PATHOLOGY</td>
</tr>
<tr>
<td>HORGAN, SANTIAGO</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>SURGERY</td>
</tr>
<tr>
<td>HOSTON, GERMAINE A</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>POLITICAL SCIENCE</td>
</tr>
<tr>
<td>IGLESIAS, JANELLE ANN</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>VISUAL ARTS</td>
</tr>
<tr>
<td>ISAAC, LARA</td>
<td>PRIMARY UNDERGRADUATE STUDENT ADVISOR</td>
<td></td>
</tr>
<tr>
<td>JACOBY, IRVING</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>EMERITUS FACULTY</td>
</tr>
<tr>
<td>JAMIESON, CHRISTINA AGNES MARGARET</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>UROLOGY</td>
</tr>
<tr>
<td>Name</td>
<td>Title</td>
<td>College/Institution</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-------------------------</td>
<td>------------------------------------------</td>
</tr>
<tr>
<td>JAVIDI, TARA</td>
<td>EX OFFICIO</td>
<td>CHAIR, SAN DIEGO DIVISION</td>
</tr>
<tr>
<td>JOHNSON, MONTE RANSOME</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>PHILOSOPHY</td>
</tr>
<tr>
<td>KALLENBERG, GENE ANDREW</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>FAMILY &amp; PREVENTIVE MEDICINE</td>
</tr>
<tr>
<td>KEEHLER, ANDREW SCOTT</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>LINGUISTICS</td>
</tr>
<tr>
<td>KENWORTHY, LANE A</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>SEVENTH COLLEGE</td>
</tr>
<tr>
<td>KERES, DUSAN</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>PHYSICS</td>
</tr>
<tr>
<td>KHOSLA, PRADEEP K</td>
<td>EX OFFICIO</td>
<td>CHANCELLOR, UC SAN DIEGO</td>
</tr>
<tr>
<td>KIDMAN, SHAWNA F</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>COMMUNICATIONS</td>
</tr>
<tr>
<td>KLEINFELD, DAVID</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>PHYSICS</td>
</tr>
<tr>
<td>KOFLER, YACOV</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>NEUROSCIENCES</td>
</tr>
<tr>
<td>KONTJE, TODD CURTIS</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>LITERATURE</td>
</tr>
<tr>
<td>KUHL, CHRISTOPHER AUGUST</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>THEATRE &amp; DANCE</td>
</tr>
<tr>
<td>LAMPLAND, MARTHA</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>SOCIOLOGY</td>
</tr>
<tr>
<td>LEFFERT, HYAM LERNER</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>PHARMACOLOGY</td>
</tr>
<tr>
<td>LEINEN, MARGARET S</td>
<td>EX OFFICIO</td>
<td>VICE CHANCELLOR, MARINE SCIENCES</td>
</tr>
<tr>
<td>LEOK, MELVIN</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>MATHEMATICS</td>
</tr>
<tr>
<td>LESLIE, MATTHEW</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>MUSIC</td>
</tr>
<tr>
<td>LIAU, JOY</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>RADIOLOGY</td>
</tr>
<tr>
<td>LUCA, CENTURIONI</td>
<td>ALTERNATE RESEARCH ADVISOR - SIO</td>
<td></td>
</tr>
<tr>
<td>LUO, JIAN</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>NANOENGINEERING</td>
</tr>
<tr>
<td>LYONS, ELIZABETH DEIRDRE</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>GLOBAL POLICY AND STRATEGY</td>
</tr>
<tr>
<td>MADSEN, RICHARD P</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>EMERITUS FACULTY</td>
</tr>
<tr>
<td>MALI, PRASHANT GULAB RAM</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>BIOENGINEERING</td>
</tr>
<tr>
<td>MANGOLTE, BABBETTE MARIE</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>VISUAL ARTS</td>
</tr>
<tr>
<td>MANU, AGNI</td>
<td>PRIMARY UNDERGRADUATE STUDENT ADVISOR</td>
<td></td>
</tr>
<tr>
<td>MARCETTO, MARIA CAROLINA NASSER</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>ANTHROPOLOGY</td>
</tr>
<tr>
<td>MARTIN, NATASHA</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>MEDICINE</td>
</tr>
<tr>
<td>MARTINEZ DIAZ, SONIA</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>ROOSEVELT COLLEGE</td>
</tr>
<tr>
<td>MAX, JEFFREY EDWIN</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>PSYCHIATRY</td>
</tr>
<tr>
<td>MAZUMDAR, ARYA</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>HALICIIOGLU DATA SCIENCE INST</td>
</tr>
<tr>
<td>MCELVER, ROBERT HARRISON</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>THEATRE &amp; DANCE</td>
</tr>
<tr>
<td>MCNEEANEY, WILLIAM MICHAEL</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>MAE</td>
</tr>
<tr>
<td>MEKEEL, KRISTIN LEIGH</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>SURGERY</td>
</tr>
<tr>
<td>MICCIANCIO, DANIELE</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>CSE</td>
</tr>
<tr>
<td>MOLINA, ANTHONY JOSEPH</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>MEDICINE</td>
</tr>
<tr>
<td>MOLINSKI, TADEUSZ F</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>CHEMISTRY &amp; BIOCHEMISTRY</td>
</tr>
<tr>
<td>MONPER, JEREMIAH D</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>SSPPS</td>
</tr>
<tr>
<td>MORZFELD, MATTHIAS</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>SIO</td>
</tr>
<tr>
<td>MUENDLER, MARC ANDREAS</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>REVELLE COLLEGE</td>
</tr>
<tr>
<td>MUSEUS, SAMUEL DAVID</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>MUIR COLLEGE</td>
</tr>
<tr>
<td>Name</td>
<td>Role</td>
<td>Department</td>
</tr>
<tr>
<td>---------------------------</td>
<td>-------------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>NAOI, MEGUMI</td>
<td>Alternate Representative</td>
<td>Political Science</td>
</tr>
<tr>
<td>NEWSOME, ELIZABETH ANN</td>
<td>Alternate Representative</td>
<td>Visual Arts</td>
</tr>
<tr>
<td>NI, KAIXUAN</td>
<td>Alternate Representative</td>
<td>Physics</td>
</tr>
<tr>
<td>NICOLAZZO, SARAH E</td>
<td>Alternate Representative</td>
<td>Literature</td>
</tr>
<tr>
<td>NORMAN, SONYA B</td>
<td>Primary Representative</td>
<td>Psychiatry</td>
</tr>
<tr>
<td>NUDGELEMAN, ERIC DANIEL</td>
<td>Primary Representative</td>
<td>Ophthalmology</td>
</tr>
<tr>
<td>O'CONNOR, JOSEPH M</td>
<td>Primary Representative</td>
<td>Chemistry &amp; Biochemistry</td>
</tr>
<tr>
<td>OPAKIEWICZ, JUSTIN PAUL</td>
<td>Alternate Representative</td>
<td>Muir College</td>
</tr>
<tr>
<td>OREA, DRAGOS N</td>
<td>Primary Representative</td>
<td>Mathematics</td>
</tr>
<tr>
<td>ORALOGLU, ALEX</td>
<td>Primary Representative</td>
<td>CSE</td>
</tr>
<tr>
<td>OWENS, MELINDA TSAO-YING</td>
<td>Primary Representative</td>
<td>Warren College</td>
</tr>
<tr>
<td>PAL, PIYA</td>
<td>Primary Representative</td>
<td>ECE</td>
</tr>
<tr>
<td>PALMER, ABRAHAM A</td>
<td>Alternate Representative</td>
<td>Psychiatry</td>
</tr>
<tr>
<td>PARRA, MAX</td>
<td>Primary Representative</td>
<td>Marshall College</td>
</tr>
<tr>
<td>PATEL, SHAISTA</td>
<td>Alternate Representative</td>
<td>Roosevelt College</td>
</tr>
<tr>
<td>PATTERSON, PATRICK H</td>
<td>Primary Representative</td>
<td>History</td>
</tr>
<tr>
<td>PAYZANT, PEPIN</td>
<td>Primary Graduate Student Advisor</td>
<td></td>
</tr>
<tr>
<td>PEZZOLI, KEITH</td>
<td>Alternate Representative</td>
<td>Urban Studies &amp; Planning</td>
</tr>
<tr>
<td>PIERCE, KAREN L</td>
<td>Alternate Representative</td>
<td>Neurosciences</td>
</tr>
<tr>
<td>PITT, RICHARD NORRIS</td>
<td>Primary Representative</td>
<td>Sixth College</td>
</tr>
<tr>
<td>PLANT, REBECCA JO</td>
<td>Ex Officio</td>
<td>Chair, Admissions</td>
</tr>
<tr>
<td>POLITIS, DIMITRIS</td>
<td>Alternate Representative</td>
<td>Halicioglu Data Science Inst</td>
</tr>
<tr>
<td>POMEROY, ROBERT S</td>
<td>Alternate Representative</td>
<td>Seventh College</td>
</tr>
<tr>
<td>POSTERO, NANCY GREY</td>
<td>Ex Officio</td>
<td>Vice Chair, San Diego Division</td>
</tr>
<tr>
<td>POWELL, LORA</td>
<td>Primary Representative</td>
<td>Theatre &amp; Dance</td>
</tr>
<tr>
<td>PRATHER, LAUREN R</td>
<td>Alternate Representative</td>
<td>Global Policy and Strategy</td>
</tr>
<tr>
<td>RANGAMANI, PADMINI</td>
<td>Ex Officio</td>
<td>Chair, Educational Policy</td>
</tr>
<tr>
<td>RICHARDS, STEPHANIE F</td>
<td>Alternate Representative</td>
<td>Revelle College</td>
</tr>
<tr>
<td>RICKARD, TIMOTHY C</td>
<td>Primary Representative</td>
<td>Psychology</td>
</tr>
<tr>
<td>RICKLESS, SAMUEL CHARLES</td>
<td>Alternate Representative</td>
<td>Philosophy</td>
</tr>
<tr>
<td>RISSMAN, ROBERT A</td>
<td>Primary Representative</td>
<td>Neurosciences</td>
</tr>
<tr>
<td>ROBBINS, SHIRA L</td>
<td>Alternate Representative</td>
<td>Ophthalmology</td>
</tr>
<tr>
<td>ROBERTS, MARGARET EARLING</td>
<td>Primary Representative</td>
<td>Political Science</td>
</tr>
<tr>
<td>SAIER, MILTON H</td>
<td>Primary Representative</td>
<td>Muir College</td>
</tr>
<tr>
<td>SAINTILLAN, DAVID</td>
<td>Primary Representative</td>
<td>MAE</td>
</tr>
<tr>
<td>SANCHEZ-LOPEZ, ELSA</td>
<td>Alternate Representative</td>
<td>Orthopaedics</td>
</tr>
<tr>
<td>SANTIAGO, CHIAKI</td>
<td>Primary Graduate Student Advisor</td>
<td></td>
</tr>
<tr>
<td>SASAKI, CHRISTEN T</td>
<td>Alternate Representative</td>
<td>Ethnic Studies</td>
</tr>
<tr>
<td>SCHENK, SIMON</td>
<td>Primary Representative</td>
<td>Orthopaedics</td>
</tr>
<tr>
<td>SCHURGERS, CURT</td>
<td>Primary Representative</td>
<td>ECE</td>
</tr>
<tr>
<td>SEBAT, JONATHAN LADD</td>
<td>Primary Representative</td>
<td>Psychiatry</td>
</tr>
<tr>
<td>Name</td>
<td>Role</td>
<td>Department</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-----------------------</td>
<td>-------------------------------------------------</td>
</tr>
<tr>
<td>SEIBERT, TYLER MICHAEL</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>RADIATION MEDICINE &amp; APPLIED SCIENCES</td>
</tr>
<tr>
<td>SEN, GEORGE L</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>DERMATOLOGY</td>
</tr>
<tr>
<td>SERENCES, JOHN THOMAS</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>PSYCHOLOGY</td>
</tr>
<tr>
<td>SHEIKH, FARAH</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>MEDICINE</td>
</tr>
<tr>
<td>SHI, YUYAN</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>HWSPH</td>
</tr>
<tr>
<td>SHUBAYEV, VERONICA I</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>ANESTHESIOLOGY</td>
</tr>
<tr>
<td>SIGURDSON, CHRISTINA J</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>PATHOLOGY</td>
</tr>
<tr>
<td>SILVA, GABRIEL A</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>BIOENGINEERING</td>
</tr>
<tr>
<td>SIMMONS, ELIZABETH H</td>
<td>EX OFFICIO</td>
<td>EXECUTIVE VICE CHANCELLOR, ACADEMIC AFFAIRS</td>
</tr>
<tr>
<td>SINHA, SHANTANU</td>
<td>EX OFFICIO</td>
<td>CHAIR, FACULTY WELFARE</td>
</tr>
<tr>
<td>SNOEREN, ALEX C</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>CSE</td>
</tr>
<tr>
<td>STALLINGS, DONTARIE M</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>CHEMISTRY &amp; BIOCHEMISTRY</td>
</tr>
<tr>
<td>STRASSER, ULRIKE</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>ROOSEVELT COLLEGE</td>
</tr>
<tr>
<td>SUAREZ, JOSE R</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>HWSPH</td>
</tr>
<tr>
<td>SUEI, GUROL MEHMET</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>BIOLOGICAL SCIENCES</td>
</tr>
<tr>
<td>TAI-SEALE, MING</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>FAMILY &amp; PREVENTIVE MEDICINE</td>
</tr>
<tr>
<td>TALKE, FRANK E</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>MAE</td>
</tr>
<tr>
<td>THOMAS, RONALD G</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>HWSPH</td>
</tr>
<tr>
<td>THORPE, CHARLES ROBERT</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>SOCIOLOGY</td>
</tr>
<tr>
<td>TOUR, ELLA</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>BIOLOGICAL SCIENCES</td>
</tr>
<tr>
<td>TOURI, BEHROUZ</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>ECE</td>
</tr>
<tr>
<td>TRAVER, DAVID</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>BIOLOGICAL SCIENCES</td>
</tr>
<tr>
<td>TRONZO, WILLIAM L</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>REVELLE COLLEGE</td>
</tr>
<tr>
<td>TSAMPRAS, GEORGIOS</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>STRUCTURAL ENGINEERING</td>
</tr>
<tr>
<td>VECCHIO, KENNETH S</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>NANOENGINEERING</td>
</tr>
<tr>
<td>VILKE, GARY MICHAEL</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>EMERGENCY MEDICINE</td>
</tr>
<tr>
<td>VOGL, TOM SAUL</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>SEVENTH COLLEGE</td>
</tr>
<tr>
<td>VUL, EDWARD</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>MARSHALL COLLEGE</td>
</tr>
<tr>
<td>WANG, SHIZHEN</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>PATHOLOGY</td>
</tr>
<tr>
<td>WATSON, DEBORAH</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>SURGERY</td>
</tr>
<tr>
<td>WIDENER, DANIEL L</td>
<td>EX OFFICIO</td>
<td>MEMBER, ACADEMIC COUNCIL</td>
</tr>
<tr>
<td>WILKINSON, MILES FROME</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>OBSTETRICS, GYNECOLOGY, &amp; REPRODUCTIVE SCIENCES</td>
</tr>
<tr>
<td>XIA, HAIJUN</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>COGNITIVE SCIENCE</td>
</tr>
<tr>
<td>XIAO, MING</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>WARREN COLLEGE</td>
</tr>
<tr>
<td>YADLAPATI, RENA HIREN</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>MEDICINE</td>
</tr>
<tr>
<td>YOUNG, WILLIAM ROY</td>
<td>ALTERNATE REPRESENTATIVE</td>
<td>SIO</td>
</tr>
<tr>
<td>ZHAO, YUNDE</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>BIOLOGICAL SCIENCES</td>
</tr>
<tr>
<td>ZHU, YING</td>
<td>PRIMARY REPRESENTATIVE</td>
<td>ECONOMICS</td>
</tr>
<tr>
<td>ZILBERMAN, NATHALIE</td>
<td>PRIMARY RESEARCH ADVISOR - SIO</td>
<td></td>
</tr>
</tbody>
</table>
Chair Javidi called the meeting to order. A quorum was present (see attached attendance sheet), along with other Academic Senate members and guests. Chair Javidi welcomed everyone to the first Representative Assembly meeting of the 2021-2022 academic year. Chair Javidi acknowledged that the day before the meeting was Indigenous Peoples’ day, and acknowledged that many attendees live and work on the unceded territory of the Kumeyaay people. Chair Javidi reviewed the Academic Senate Bylaws governing membership, privileges of the floor, and voting.

**MINUTES OF THE MEETING ON JUNE 1, 2021**

The June 1, 2021 meeting minutes were approved as submitted.

**ANNOUNCEMENTS BY THE CHAIR OF THE DIVISION**

Chair Javidi acknowledged that while it is exciting to return to campus after eighteen challenging months, the pandemic has affected our community in various, and often inequitable, ways. Many colleagues have been lost. Many colleagues have been grieving the loss of loved ones across the globe, and many are still struggling with serious challenges around health, family care and work-life balance. Chair Javidi reminded attendees to be patient with themselves and others as everyone transitions back to providing the high quality, in-person education the UCs are known for.

Chair Javidi reported that Fall Quarter has started off extremely well. The Return-to-Learn team’s precautions and UCSD’s successful vaccination drive have had the desired impact; infection rates have remained very low even as the number of people spending time on campus has risen. Chair Javidi thanked the following committees of the Academic Senate for their part in Senate business related to the pandemic: Educational Policy Committee, Undergraduate Council, Graduate Council, Committee on Faculty Welfare, and Committee on Diversity and Equity. These committees worked tirelessly on the issue of instructional modality with the Senate Chair and Vice Chair. These committees, Senate Council, and the Administration are developing a robust, yet flexible, framework to help with the transition toward an even more lively, yet safe, campus presence for Winter and Spring 2022. This framework will likely address the evolving nature of the pandemic, as well as the situations of those instructors/students most affected by it, while realizing that experiential learning opportunities in the classroom and beyond can best be accomplished in-person instruction.

Chair Javidi then reported on a few of the current Senate initiatives. The Senate-Administration Workgroup on Academic Advancement in the Wake of COVID-19 has compiled a set of recommendations regarding the effect of COVID-19 on the promotion of junior faculty or faculty with young children. The Workgroup’s [report](#) was posted to the Senate’s website, and
EVC Simmons sent a response to Deans and Department Chairs in August documenting the steps that Academic Affairs plans to take to implement the workgroup’s recommendations. Given the importance of the issues, Chair Javidi urged RA members to be ambassadors for the Academic Senate to make sure this is on colleagues’ radars.

Senate Council recently approved the formation of an IT Ad Hoc Committee to review the issues experienced during the implementation of recent software system rollouts (including the Oracle Financial Information System), and offer recommendations to mitigate potential issues with the rollout of new systems in the future.

Chair Javidi reported that the UC Systemwide Senate has now officially followed UCSD’s lead in putting climate crisis high on their agenda. UCOP asked the UCSD Committee on Campus Climate Change Chair, Fonna Forman, to co-chair the Global Climate Leadership Council.

**CHANCELLOR PRADEEP KHOSLA REMARKS**

Chancellor Khosla reported that the UCSD campus has done extremely well during the COVID-19 pandemic, and noted that the community’s resilience and adaptability is admirable. He reported that the campus will be reevaluating the COVID-19 guidelines, and in particular, will be revisiting the masking mandates. The goal is to protect everyone in our community, and all decisions will be backed by data and science.

Chancellor Khosla presented the plan for the transformation of UCSD Health in Hillcrest. The $2.5-3 billion investment will replace 34 of the 36 current buildings, and will be completed in five phases of development. The plan includes residential towers, which will be housing for faculty and staff. The existing hospital will remain open during construction. The project is estimated to take fifteen years to complete. The first new building, the Hillcrest Outpatient Pavilion, will break ground in 2021.

Chancellor Khosla reported that the light rail trolley Blue Line, which will service the UCSD campus, will open in November 2021.

See page 1 of the presentation slides.

**EXECUTIVE VICE CHANCELLOR ELIZABETH SIMMONS REMARKS**

EVC Simmons provided an overview of a new strategy for research focusing on Collective Impact. The aspiration is for UCSD to scale up the size, connectivity, and impact of research collaborations, to be as innovative in education as UCSD is in scholarship, and to empower every Triton to succeed. These aspirations will be achieved by sharing overarching goals and creating habits of purposeful collaboration. Collective Impact (CI) will be employed to manifest shared goals and to tackle complex challenges facing the campus, and can be accomplished by creating connections between campus partners, combining expertise, and leveraging collective efforts. EVC Simmons shared UCSD’s five phases to create Collective Impact, and shared plans
to create a collective impact network. Stakeholders, such as University partners, working groups, and steering committees, will be organized into a network that builds capacity for more efficiency and greater influence. The Division of Extended Studies will provide data unification, and organizational and assessment services. Metrics will be used and analyzed to determine the success of CI on various initiatives and programs. Anyone who would like to express interest in CI should contact collectiveimpact@ucsd.edu for more information.

A member asked if this initiative will redirect funds that could otherwise be used for resources such as TA allocations. EVC Simmons responded that the TA policy was overhauled recently and was not impacted by resourcing for CI. All departments provided data on the TA instructional needs based on their course offerings and teaching methods used; as a result, some divisions were allocated more TAs, some allocations remained the same, and some were allocated fewer TAs. Collective Impact does not require as large of an expenditure as something like TA support. If CI is deployed well, it will require only a few staff, who can achieve more with less effort.

See page 2 of the presentation slides [An updated presentation was provided after the meeting and is included in the presentation slides].

**SENATE OVERVIEW BY STEVEN CONSTABLE, FORMER DIVISIONAL CHAIR**

Former Chair Constable provided the Assembly with an overview of the Academic Senate. He explained that the Academic Senate is the primary vehicle through which faculty participate in shared governance. Regents Standing Order 105 (Regents Bylaw 40.2) defines the duties and the authority of the Academic Senate. Former Chair Constable described the organizational structure of the Academic Senate, explained that UCSD’s Academic Senate is one of ten University of California Divisional Academic Senates, and is referred to as the San Diego Divisional Academic Senate. He outlined the differences between the UC and Divisional Senate standing committee structures, and explained that San Diego Divisional standing committees serve as deliberative bodies that conduct the transactional work of the Divisional Senate, while Representative Assembly is a legislative body, which votes on Senate bylaw and regulation modifications, and graduate degree program proposals. For the 2021-2022 academic year, the Chair of the UC Academic Senate is Professor Robert Horwitz, UC San Diego and the Vice Chair is Professor Susan Cochran, UCLA.

See page 20 of the presentation slides.

**UC OPEN ACCESS AGREEMENTS BY MARK HANNA, CHAIR, COMMITTEE ON LIBRARY; AND ERIK MITCHELL, UNIVERSITY LIBRARIAN**

Chair Javidi introduced COL Chair Hanna and University Librarian Mitchell. They provided an update on Open Access (OA) at UCSD.

UC currently has ten Transformative Agreements (TA) with publishers, resulting in over 30% of UC articles being eligible for OA publishing. UC Libraries continue to negotiate with additional
publishers, and are also beginning the renewal process for the initial contracts. Initial data shows that only around 40-50% of authors are taking advantage of the OA option in these agreements. Low OA adoption rates do not save the University money, and in fact, can contribute to sustainability problems over time. Most of the OAs use a multi-payer model, in which the UC Libraries cover the publishing charges in addition to asking researchers who have OA funds to contribute. To make OA agreements work, both sources of funding need to be leveraged.

To increase OA adoption rates, authors should consider publishing with OA when they publish with a journal that has a UC OA contract. OA information should be shared with all faculty, students, and postdocs to explain the OA options available. Authors should consider all ways in which they can make their scholarship open access. In addition to OA journal articles, the library provides support for OA monographs, open educational resources, and open journal publishing. UCSD librarians are available to present information about OA at any relevant meetings or classes, answer questions, and provide support whenever it is needed.

A member commented that some journals charge several thousand dollars for OA, so that is a large expense for a grant. University Librarian Mitchell responded by noting that not all journals are included in the UC agreements, and recommended that authors reach out to the UCSD Library first before paying the fees. COL Chair Hanna added that there are many different situations for each of the OA contracts, so it is important to find out more details from the Library before paying the OA fees.

A member asked what is the impact on access to non-OA publications as some flagship journals are not accessible to researchers. Due to time constraints, University Librarian Mitchell did not answer this during his presentation. [After the meeting, it was clarified while UC does not have the resources to subscribe to every journal, UC Libraries are working through the OA agreements to include reading access to the full publisher collection where possible. More information about specific OA agreements at https://osc.universityofcalifornia.edu/uc-publisher-relationships]

See page 35 of the presentation slides, or the provided link:
https://drive.google.com/file/d/1duv0Hp_45DXgOB_RyOy6FBd7vJRUe3II/view?usp=sharing.

SPECIAL ORDERS

Consent Calendar

(a) Committee Annual Reports
  • Committee on Academic Personnel
  • Committee on Committees
  • Committee on Research and Research Grant Committees
  • Educational Policy Committee
  • Graduate Council
  • Undergraduate Council
No objections were received, so the reports were adopted.

(b) It was announced that the Department of Family Medicine and Public Health changed its name to the Department of Family Medicine.

REPORTS OF SPECIAL COMMITTEES [None]

REPORTS OF STANDING COMMITTEES


Chair Javidi introduced CESPS Chair Andrews, who provided an overview of the proposal. The proposed revision includes the addition of one undergraduate student representative, who shall not have the right to vote on the committee. The addition of an undergraduate student representative supports both CESPS’ and the Associated Students of UCSD’s objective to increase student representation in the Academic Senate.

CESPS Chair Andrews made the following motion. Because the motion was made on behalf of a Senate committee, no second was required. Senate Chair Javidi opened the floor to questions and discussion of each motion.

Motion: Proposal to amend San Diego Divisional Bylaw 260, Extended Studies and Public Service.

- Questions & Discussion: None
- Vote: The proposal was approved by majority vote.

See page 109 of the meeting materials.

Educational Policy Committee, Padmini Rangamani, Chair; Policy for Calculation of the GPA in the Major; Policy on Distance Education Courses; Policy on Syllabi for Courses

Chair Javidi introduced EPC Chair Rangamani, who provided an overview of the EPC policies/policy changes as an informational item.

The Policy for Calculation of the GPA in the Major states which course grades are included in the major GPA calculation. EPC approved updates to the policy, effective Fall 2022. The revisions were initiated by EPC in response to requests for clarification from the Office of the
Registrar and department academic advisors. The revisions include a clarification that only upper division courses that are used to fulfill major requirements and are consistent with the general GPA calculation requirements, are included in the major GPA calculation. The policy language was simplified to be clearer on which course grades are included in the major GPA calculation and which are not. If a student was admitted before Fall 2021, but would be adversely affected by the new policy, then their major GPA would be calculated using the old policy.

In Spring 2021, EPC approved updates to the Policy on Distance Education Courses in Section III, which provides the guidelines for distance education course proposals (R courses). The characteristics of an R course remain unchanged. The policy changes provide departments and programs with more guidance on proposal requirements, and address areas where additional information would facilitate Senate review of the proposal.

In Spring 2021, EPC approved a new Policy on Syllabi for Courses. Effective Fall 2022, a syllabus is required for all classes, with the exception of independent study courses. The new policy was created to promote consistency across campus and improve the student experience. The policy sets the minimum requirements for a syllabus. Instructors are encouraged to make use of the additional resources available through the Teaching + Learning Commons.

Senate Chair Javidi opened the floor to questions and discussion of the motion.

- Questions & Discussion:
  - A member asked if the syllabi requirement includes department seminars, workshops, or external speakers. The new Policy is primarily for undergraduate and graduate courses; however, specific seminars and other courses would need to be checked since those vary per department. The Senate Executive Director noted that there is a footnote in the policy regarding this: Determination of other courses that may be excluded from this requirement may be made by the department chair, program director, provost, or designate.
  - A member asked if the syllabus for a course could be linked to the course catalog. This option was not considered but may be too difficult to implement since some courses have multiple instructors.
  - A member asked how many students will be affected by the changes to the major GPA calculation. The policy changes were to clarify which courses are included in the major GPA so major differences are not expected.

See page 113 of the meeting materials, and page 43 of the presentation slides.

REPORTS OF FACULTIES [None]

PETITIONS OF STUDENTS [None]
UNFINISHED BUSINESS [None]

NEW BUSINESS [None]

Chair Javidi called for any new business. There being none, a motion was made by EPC Chair Rangamani and seconded by RA member Jade d’Alpoim Guedes to adjourn the meeting.

The meeting was adjourned at 4:56 p.m.

Recorded by Jenna Lucius, Senior Senate Analyst.
**EX OFFICIO MEMBERS**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>JAVIDI, TARA</td>
<td>CHAIR, SAN DIEGO DIVISION</td>
</tr>
<tr>
<td>POSTERO, NANCY GREY</td>
<td>VICE CHAIR, SAN DIEGO DIVISION</td>
</tr>
<tr>
<td>KHOSLA, PRADEEP K</td>
<td>CHANCELLOR, UC SAN DIEGO</td>
</tr>
<tr>
<td>SIMMONS, ELIZABETH H</td>
<td>EXECUTIVE VICE CHANCELLOR, ACADEMIC AFFAIRS</td>
</tr>
<tr>
<td>BRENNER, DAVID ALLEN</td>
<td>VICE CHANCELLOR, HEALTH SCIENCES</td>
</tr>
<tr>
<td>LEINEN, MARGARET S</td>
<td>VICE CHANCELLOR, MARINE SCIENCES</td>
</tr>
<tr>
<td>BROWN, SANDRA A</td>
<td>VICE CHANCELLOR, RESEARCH AFFAIRS</td>
</tr>
<tr>
<td>CONSTABLE, STEVEN C</td>
<td>IMMEDIATE PAST CHAIR, SAN DIEGO DIVISION</td>
</tr>
<tr>
<td>RANGAMANI, PADMINI</td>
<td>CHAIR, EDUCATIONAL POLICY</td>
</tr>
<tr>
<td>DESAI, ARSHAD B</td>
<td>CHAIR, GRADUATE COUNCIL</td>
</tr>
<tr>
<td>BURNEY, JENNIFER A</td>
<td>CHAIR, DIVERSITY &amp; EQUITY</td>
</tr>
<tr>
<td>CLELAND, ELSA E</td>
<td>CHAIR, COMMITTEE ON COMMITTEES</td>
</tr>
<tr>
<td>PLANT, REBECCA JO</td>
<td>CHAIR, ADMISSIONS</td>
</tr>
<tr>
<td>SINHA, SHANTANU</td>
<td>CHAIR, FACULTY WELFARE</td>
</tr>
<tr>
<td>DEAK, GEDEON O</td>
<td>CHAIR, PLANNING &amp; BUDGET</td>
</tr>
<tr>
<td>BRYDGES, STACEY</td>
<td>CHAIR, UNDERGRADUATE COUNCIL</td>
</tr>
<tr>
<td>GILL, PHILIP E</td>
<td>CHAIR, PRIVILEGE &amp; TENURE</td>
</tr>
<tr>
<td>CAUWENBERGHS, GERT</td>
<td>CHAIR, RESEARCH</td>
</tr>
<tr>
<td>CORTES, JORGE</td>
<td>CHAIR, CAMPUS &amp; COMMUNITY ENVIRONMENT</td>
</tr>
<tr>
<td>COSMAN, PAMELA C</td>
<td>CHAIR, ACADEMIC PERSONNEL</td>
</tr>
<tr>
<td>WIDENER, DANIEL L</td>
<td>MEMBER, ACADEMIC COUNCIL</td>
</tr>
<tr>
<td>FORBES, DOUGLASS JANE</td>
<td>SENIOR REPRESENTATIVE, ACADEMIC ASSEMBLY</td>
</tr>
<tr>
<td>CHERNER, MARIANA</td>
<td>SENIOR REPRESENTATIVE, ACADEMIC ASSEMBLY</td>
</tr>
</tbody>
</table>
### ELECTED MEMBERS & ALTERNATES

<table>
<thead>
<tr>
<th>MARSHALL COLLEGE</th>
<th>MUIR COLLEGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>☒ DAHL, GORDON BOYACK</td>
<td>☒ COOKE, JAMES EDWARD</td>
</tr>
<tr>
<td>Primary Representative</td>
<td>Primary Representative</td>
</tr>
<tr>
<td>☐ PARRA, MAX</td>
<td>☐ SAIER, MILTON H</td>
</tr>
<tr>
<td>Primary Representative</td>
<td>Primary Representative</td>
</tr>
<tr>
<td>☐ VUL, EDWARD</td>
<td>☐ MUSEUS, SAMUEL DAVID</td>
</tr>
<tr>
<td>Alternate Representative</td>
<td>Alternate Representative</td>
</tr>
<tr>
<td></td>
<td>☐ OPATKIEWICZ, JUSTIN PAUL</td>
</tr>
<tr>
<td></td>
<td>Alternate Representative</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REVELLE COLLEGE</th>
<th>ROOSEVELT COLLEGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>☒ MUENDLER, MARC ANDREAS</td>
<td>☒ MARTINEZ DIAZ, SONIA</td>
</tr>
<tr>
<td>Primary Representative</td>
<td>Primary Representative</td>
</tr>
<tr>
<td></td>
<td>☐ STRASSER, ULRIKE</td>
</tr>
<tr>
<td>Primary Representative</td>
<td>Primary Representative</td>
</tr>
<tr>
<td></td>
<td>☐ RICHARDS, STEPHANIE F</td>
</tr>
<tr>
<td></td>
<td>Alternate Representative</td>
</tr>
<tr>
<td></td>
<td>☐ COHEN, SHANA R</td>
</tr>
<tr>
<td></td>
<td>Alternate Representative</td>
</tr>
<tr>
<td></td>
<td>☐ HERMANN, THOMAS C</td>
</tr>
<tr>
<td></td>
<td>Alternate Representative</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SIXTH COLLEGE</th>
<th>WARREN COLLEGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>☒ GOLAN, TAL</td>
<td>☐ OWENS, MELINDA TSAO-YING</td>
</tr>
<tr>
<td>Primary Representative</td>
<td>Primary Representative</td>
</tr>
<tr>
<td></td>
<td>☐ DUBNOV, SHLOMO</td>
</tr>
<tr>
<td></td>
<td>Alternate Representative</td>
</tr>
<tr>
<td></td>
<td>☐ HERMANN, THOMAS C</td>
</tr>
<tr>
<td></td>
<td>Alternate Representative</td>
</tr>
<tr>
<td></td>
<td>☒ XIAO, MING</td>
</tr>
<tr>
<td></td>
<td>Primary Representative</td>
</tr>
<tr>
<td></td>
<td>Alternate Representative</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EMERITUS FACULTY</th>
<th>SEVENTH COLLEGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>☒ MADSSEN, RICHARD P</td>
<td>☒ KENWORTHY, LANE A</td>
</tr>
<tr>
<td>Primary Representative</td>
<td>Primary Representative</td>
</tr>
<tr>
<td></td>
<td>☐ VOGL, TOM SAUL</td>
</tr>
<tr>
<td></td>
<td>Primary Representative</td>
</tr>
<tr>
<td></td>
<td>☐ ARCOS HERRERA, CAROL</td>
</tr>
<tr>
<td></td>
<td>Alternate Representative</td>
</tr>
<tr>
<td></td>
<td>☐ POMEROY, ROBERT S</td>
</tr>
<tr>
<td></td>
<td>Alternate Representative</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ANESTHESIOLOGY</th>
<th>ANTHROPOLOGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ GABRIEL, RODNEY A</td>
<td>☐ ALGAZE, GUILLERMO</td>
</tr>
<tr>
<td>Primary Representative</td>
<td>Primary Representative</td>
</tr>
<tr>
<td>☐ SHUBAYEV, VERONICA I</td>
<td>☒ MARCHETTO, MARIA CAROLINA NASSER</td>
</tr>
<tr>
<td>Alternate Representative</td>
<td>Alternate Representative</td>
</tr>
</tbody>
</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Page 2 of 8
BIOENGINEERING
☐ SILVA, GABRIEL A
Primary Representative
☐ MALI, PRASHANT GULAB RAM
Alternate Representative

BIOLOGICAL SCIENCES
☒ SUEL, GUROL MEHMET
Primary Representative
☒ CHAO, LIN
Primary Representative
☒ TRAVER, DAVID
Primary Representative
☐ HALPAIN, SHELLEY L
Alternate Representative
☐ ZHAO, YUNDE
Primary Representative
☐ TOUR, ELLA
Alternate Representative

CELLULAR & MOLECULAR MEDICINE
☒ CORBETT, KEVIN DANIEL
Primary Representative
☐ DOWDY, STEVEN F
Alternate Representative

CHEMISTRY & BIOCHEMISTRY
☐ O'CONNOR, JOSEPH M
Primary Representative
☐ GALPERIN, MICHAEL
Alternate Representative
☐ STALLINGS, DONTARIE M
Primary Representative
☐ MOLINSKI, TADEUSZ F
Alternate Representative

COGNITIVE SCIENCE
☒ XIA, HAIJUN
Primary Representative
☐ FLEISCHER, JASON G
Alternate Representative

COMMUNICATIONS
☒ DEWAARD, ANDREW MICHAEL
Primary Representative
☒ KIDMAN, SHAWNA F
Alternate Representative

CSE
☒ MICCIANCIO, DANIELE
Primary Representative
☒ PAL, PIYA
Primary Representative
☒ SNOEREN, ALEX C
Primary Representative

DERMATOLOGY
☐ SEN, GEORGE L
Primary Representative
☒ DORSCHNER, ROBERT A
Alternate Representative

ECE
☒ PAL, PIYA
Primary Representative
☒ SCHURGERS, CURT
Primary Representative
☒ TOURI, BEHROUZ
Primary Representative

ECONOMICS
☒ ZHU, YING
Primary Representative
☒ CLEMENS, KATHERINE MECKEL
Alternate Representative
EMERGENCY MEDICINE
☐ Vilke, Gary Michael
   Primary Representative
☒ Dameff, Christian Jordan
   Alternate Representative

ETHNIC STUDIES
☐ Fuste, Jose Ignacio
   Primary Representative
☒ Sasaki, Christen T
   Alternate Representative

FAMILY & PREVENTIVE MEDICINE
☒ Tai-Seale, Ming
   Primary Representative
☐ Kallenberg, Gene Andrew
   Alternate Representative

GLOBAL POLICY AND STRATEGY
☐ Lyons, Elizabeth Deirdre
   Primary Representative
☐ Prather, Lauren R
   Alternate Representative

HALICIOGLU DATA SCIENCE INST
☐ Mazumdar, Arya
   Primary Representative
☐ Politis, Dimitris
   Alternate Representative

HISTORY
☒ Edington, Claire Ellen
   Primary Representative
☒ Patterson, Patrick H
   Primary Representative

HWSPH
☐ Bloss, Cinnamon Sue
   Primary Representative
☒ Suarez, Jose R
   Alternate Representative
☐ Shi, Yuyan
   Primary Representative
☒ Thomas, Ronald G
   Alternate Representative

LINGUISTICS
☒ Kehler, Andrew Scott
   Primary Representative
☒ Ackerman, Farrell
   Alternate Representative

LITERATURE
☐ Blanco, John D
   Primary Representative
☒ Carroll, Amy Sara
   Alternate Representative
☒ Kontje, Todd Curtis
   Primary Representative
☐ Nicolazzo, Sarah E
   Alternate Representative

MAE
☒ Beg, Farhat N
   Primary Representative
☐ McEneaney, William Michael
   Alternate Representative
☐ Saintillian, David
   Primary Representative
☐ Talke, Frank E
   Alternate Representative
MATHEMATICS
☐ ARIAS-Castro, Ery
Primary Representative
☐ Oprea, Dragos N
Primary Representative
☐ Fitzsimmons, Patrick J
Alternate Representative
☐ Leok, Melvin
Alternate Representative

MEDICINE
☐ Martin, Natasha
Primary Representative
☐ sheikh, Farah
Primary Representative
☐ Molina, Anthony Joseph
Alternate Representative
☐ Yadlapati, Rena Hiren
Alternate Representative

MUSIC
☐ Britt, King James
Primary Representative
☐ Leslie, Matthew
Alternate Representative

NANOENGINEERING
☐ Vecchio, Kenneth S
Primary Representative
☐ Luo, Jian
Alternate Representative

NEUROLOGICAL SURGERY
☐ Beaumont, Thomas La Mar
Primary Representative
☐ Ciacci, Joseph D
Alternate Representative

NEUROSCIENCES
☐ Koffler, Yacov
Primary Representative
☐ Halgren, Eric
Alternate Representative
☐ RiSSman, Robert A
Primary Representative
☐ Pierce, Karen L
Alternate Representative

OBSTETRICS, GYNECOLOGY, & REPRODUCTIVE SCIENCES
☐ Wilkinson, Miles Frome
Primary Representative
☐ Cook-andersen, Heidi Leigh
Alternate Representative

OPHTHALMOLOGY
☐ Nudleman, Eric Daniel
Primary Representative
☐ Robbins, Shira L
Alternate Representative

ORTHOPAEDICS
☐ Schenk, Simon
Primary Representative
☐ Sanchez-lopez, Elsa
Alternate Representative

PATHOLOGY
☐ Sigurdson, Christina J
Primary Representative
☐ Chu, Hiutung
Alternate Representative
☐ Wang, Shizhen
Primary Representative
☐ Hiniker, Anne Elizabeth
Alternate Representative

PHARMACOLOGY
☐ Leffert, Hyam lerner
Primary Representative
☐ Adams, Joseph A
Alternate Representative
PHILOSOPHY
☒ JOHNSON, MONTE RANSOME
  Primary Representative
☐ RICKLESS, SAMUEL CHARLES
  Alternate Representative

PHYSICS
☒ GRINSTEIN, BENJAMIN
  Primary Representative
☒ KERES, DUSAN
  Alternate Representative
☒ KLEINFELD, DAVID
  Primary Representative
☒ NI, KAIXUAN
  Alternate Representative

POLITICAL SCIENCE
☒ HOSTON, GERMAINE A
  Primary Representative
☐ NAOI, MEGUMI
  Alternate Representative
☒ ROBERTS, MARGARET EARLING
  Primary Representative

PSYCHIATRY
☒ ACHIM, CRISTIAN
  Primary Representative
☐ BAKER, DEWLEEN G
  Alternate Representative
☒ NORMAN, SONYA B
  Primary Representative
☐ MAX, JEFFREY EDWIN
  Alternate Representative
☒ SEBAT, JONATHAN LADD
  Primary Representative
☐ PALMER, ABRAHAM A
  Alternate Representative

PSYCHOLOGY
☒ RICKARD, TIMOTHY C
  Primary Representative
☐ FERREIRA, VICTOR S
  Alternate Representative
☒ SERENCES, JOHN THOMAS
  Primary Representative
☑ GREMEL, CHRISTINA M
  Alternate Representative

RADIATION MEDICINE & APPLIED SCIENCES
☐ SEIBERT, TYLER MICHAEL
  Primary Representative

RADIOLOGY
☒ BOLAR, DIVYA SANAM
  Primary Representative
☐ LIAU, JOY
  Alternate Representative

RADY SCHOOL OF MANAGEMENT
☒ GNEEZY, AYELET
  Primary Representative
☒ BANERJEE, SNEHAL
  Alternate Representative

SIO
☒ BECKER, JANET MARIA
  Primary Representative
☑ FAN, WENYUAN
  Alternate Representative
☒ EIENMAN, IAN
  Primary Representative
☐ MORZFELD, MATTHIAS
  Alternate Representative

SOCIOLOGY
☒ GOLDMAN, HARVEY STERN
  Primary Representative
☐ BINDER, AMY JILL
  Alternate Representative
☑ THORPE, CHARLES ROBERT
  Primary Representative
☐ LAMPLAND, MARTHA
  Alternate Representative
SSPPS
☒ MOMPER, JEREMIAH D
   Primary Representative
☒ DORRESTEIN, PIETER C
   Alternate Representative

STRUCTURAL ENGINEERING
☐ CHEN, JIUN-SHYAN
   Primary Representative
☐ TSAMPRAS, GEORGIOS
   Alternate Representative

SURGERY
☐ HORGAN, SANTIAGO
   Primary Representative
☒ MEKEEL, KRISTIN LEIGH
   Primary Representative
☐ FRIEDMAN, RICK ADAM
   Alternate Representative
☐ WATSON, DEBORAH
   Alternate Representative

THEATRE & DANCE
☐ MCELVER, ROBERT HARRISON
   Primary Representative
☐ POWELL, LORA
   Primary Representative
☐ BURELLE, JULIE SARA
   Alternate Representative
☒ KUHL, CHRISTOPHER AUGUST
   Alternate Representative

URBAN STUDIES & PLANNING
☒ FRANK, LAWRENCE DOUGLAS
   Primary Representative
☐ PEZZOLI, KEITH
   Alternate Representative

UROLOGY
☐ BUCKLEY, JILL CHRISTINE
   Primary Representative
☐ JAMIESON, CHRISTINA AGNES MARGARET
   Alternate Representative

VISUAL ARTS
☐ CHO, ERICA R
   Primary Representative
☐ MANGOLTE, BABETTE MARIE
   Alternate Representative
☒ IGLESIAS, JANELLE ANN
   Primary Representative
☐ NEWSOME, ELIZABETH ANN
   Alternate Representative
ADVISORS

RESEARCH ADVISOR - SIO
☑️ ZILBERMAN, NATHALIE
  Primary Advisor
☐ LUCA, CENTURIONI
  Alternate Advisor

GRADUATE STUDENT ADVISOR
☑️ PAYZANT, PEPIN
  Primary Advisor
☑️ SANTIAGO, CHIAKI
  Primary Advisor

UNDERGRADUATE STUDENT ADVISOR
☑️ ISAAC, LARA
  Primary Advisor
☑️ MANU, AGNI
  Primary Advisor
REINVENTING UC SAN DIEGO HEALTH IN HILLCREST
TRANSFORMATION FROM THE GROUND UP

- $2.5-3B Investment in transforming Hillcrest Campus
- 34 of 36 buildings will be replaced
- Five phases of development
- 15-year project
- The first new building — the Hillcrest Outpatient Pavilion — will break ground 2021
UC San Diego’s Strategic Plan calls on us to become a student-centered, research-focused, service-oriented university.

Our history reveals that strongly individualistic traditions combined with rapid recent growth has produced pockets of excellence and yielded uneven outcomes. External reviews confirm this.

Together, we have established overarching goals and strategic approaches to attaining them by building on our existing strengths and unique programs.

Let’s discuss the underlying vision that unites them.
VISION STATEMENT

I aspire for UC San Diego to work collectively and coherently in becoming an inclusive student-centered, research-focused, service-oriented university

I envision that we will:

• scale up the size, connectivity, and impact of our research collaborations
• be as proudly innovative in education as we are in scholarship
• empower every Triton to succeed – undergraduates, graduate students, staff, and faculty
ATTAINING OUR ASPIRATIONS

Shared Overarching Goals:
• Erasing opportunity gaps for undergraduates, graduate students, and employees
• Developing a culture of educational innovation
• Promoting large-scale, interdisciplinary, community-engaged research initiatives
• Uplifting the arts and humanities within our campus identity
• Emphasizing the interplay between societal and scientific advances

Habits of Purposeful Collaboration:
• Institutionalizing inclusive, equitable practices
• Extending our partnerships throughout campus and the wider community
• Cultivating diverse revenue streams to support new academic initiatives
• Pursuing continuous improvement – including lessons from the COVID area
• Employing collective impact to manifest our shared goals and leverage common datasets, tools, and assessments across our many unique programs
**WHAT IS COLLECTIVE IMPACT?**

- Collective Impact (CI) is a collaborative approach to tackling complex challenges by bringing people together in a structured way to achieve major change.

- For comprehensive solutions to the complex issues facing our campus, we must:
  - Create connections between campus partners
  - Combine our expertise
  - Leverage our collective efforts
## Key Components of the CI Framework

### Five conditions of collective impact

<table>
<thead>
<tr>
<th>Component</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Common agenda</strong></td>
<td>Participants have a shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreed upon actions.</td>
</tr>
<tr>
<td><strong>Shared measurement</strong></td>
<td>Collecting data and measuring results consistently ensures efforts remain aligned and participants hold each other accountable.</td>
</tr>
<tr>
<td><strong>Mutually reinforcing activities</strong></td>
<td>A diverse set of stakeholders coordinate a set of differentiated activities through a mutually reinforcing plan of action.</td>
</tr>
<tr>
<td><strong>Continuous communication</strong></td>
<td>Structured and open communication is needed across participants to build trust, assure mutual objectives, and develop common motivation.</td>
</tr>
<tr>
<td><strong>Backbone support</strong></td>
<td>A dedicated team provides ongoing support by guiding the initiative’s vision and strategy, supporting aligned activities, establishing shared measurement practices, and facilitating participant interactions.</td>
</tr>
</tbody>
</table>
## COLLECTIVE IMPACT – UC SAN DIEGO’S FIVE PHASES

<table>
<thead>
<tr>
<th>Phase</th>
<th>Duration</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Assess Readiness</td>
<td></td>
<td>• Conduct a readiness and landscape assessment</td>
</tr>
<tr>
<td>2. Initiate Action</td>
<td>2 months</td>
<td>• Kick off steering committee</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Begin outreach to potential partners</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Develop baseline landscape and data maps</td>
</tr>
<tr>
<td>3. Organize for Impact</td>
<td>3 months</td>
<td>• Create common agenda: clear problem definition, shared vision, basic theory of change</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Develop high-level overarching goal and leading metrics</td>
</tr>
<tr>
<td>4. Implementation</td>
<td>6 months</td>
<td>• Determine shared measurement systems and aligned strategies</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Establish mutually reinforcing activities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Convene working groups</td>
</tr>
<tr>
<td>5. Sustain Action and Impact</td>
<td>Ongoing</td>
<td>• Implement action plans and data collection</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Evaluate impacts, identify wins, refine strategies</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Evolve steering committee and working groups to match adaptive strategies</td>
</tr>
</tbody>
</table>
WHAT IS A COLLECTIVE IMPACT NETWORK?

- In the CI model, stakeholders are organized into a network that builds capacity for more efficiency and greater impact
  - University Partners
  - Working Groups
  - Steering Committee
  - Backbone
WHAT MIGHT THE CI NETWORK LOOK LIKE HERE?

- At UC San Diego, the network elements might map onto campus rather like this:
  - **University Partners:** individuals, initiatives, academic programs, administrative units
  - **Working Groups:** often led by cross-cutting units such as the Library, Teaching + Learning Commons, Graduate Division, EDI, or Student Affairs
  - **Steering Committee:** drawn from multiple levels and areas
  - **Backbone:** unifying data, organizational, and assessment services provided by Extended Studies (funded centrally)
Vision
I aspire for UC San Diego to work **collectively** and coherently in becoming an inclusive student-centered, research-focused, service-oriented university.

I envision that we will:
- scale up the size, connectivity, and impact of our research collaborations
- be as proudly innovative in education as we are in scholarship
- **empower every Triton to succeed** – undergraduates, graduate students, staff, and faculty

Shared Overarching Goals:
- **Erasing opportunity gaps** for undergraduates, graduate students, and employees

Habits of Purposeful Collaboration:
- Employing **collective impact** to manifest our shared goals and leverage common datasets, tools, and assessments across our many unique programs
The Teaching and Learning Commons partnered with OASIS to revamp Summer Bridge.

The six-week academic acceleration program provides students the opportunity to:

- Earn up to 8 college credits
- Develop academic success skills
- Connect to university resources
- Develop a sense of belonging
- Receive support during their first year
Mentors assist students, connect them with campus resources, and enhance student well-being.

The Mentoring for All initiative:

- Enhances the visibility of existing mentor programs
- Is implementing inclusive and student-centered mentor and mentee training programs
- Will engage alumni, donors, staff, and faculty in supporting students' success via mentoring
• Assisting departments to grow the numbers of students traditionally underrepresented in graduate education (URM students in all disciplines, and women in STEM).

• OARR will partner closely with departments on their individual outreach, access, recruitment and retention efforts.

• OARR will also coordinate centralized efforts and spearhead new programming and support activities.
METRICS FOR CI SUCCESS [EXAMPLES]

Campus Level: Students of all demographics should attain same graduation rates, time-to-degree, and participation in high-impact educational experiences.

Project Level:
- **Summer Bridge:**
  - Larger footprint: All students who can benefit are accommodated.
  - Increased impact: Participants succeed academically in Summer Bridge and thereafter; UCUES data shows improved student sense of belonging.
- **Mentoring for All:**
  - Larger footprint: All undergraduates have a mentor.
  - Increased impact: Student persistence improves; UCUES data shows more personalized experience, ability to get letter of recommendation.
- **Graduate Recruitment:**
  - Larger footprint: Effective approaches adopted across campus.
  - Increased impact: All programs improve graduate cohort diversity, retention, graduation rates.
**BENEFITS OF USING COLLECTIVE IMPACT [EXAMPLES]**

**Student Level:** Supportive services and high-impact practices become readily and consistently available to everyone regardless of college or major.

**Project Level:**
- Clear goals and metrics keep existing efforts aligned with campus priorities.
- Partners help existing efforts have a larger footprint and equitable impact.
- Backbone support provides the data-driven assessment that boosts quality.

**Individual/Unit Level:**
- Communication and partnership enable local efforts to incorporate proven approaches others have piloted, expanding impact on local participants.
- Mutually reinforcing activities add new dimension to existing efforts.
- Being part of larger footprint and equitable impact builds community.
- Data-driven assessment provides proof of effectiveness for positive use in evaluations of employees or academic programs.
WHERE DO YOU START WITH COLLECTIVE IMPACT?

Engage with Collective Impact through the four Cs:

• **Commitment**
  • Resolve to augment your idea or initiative through collective impact

• **Coordination**
  • See how your idea or initiative complements existing efforts

• **Collaboration**
  • Bring your unique efforts into partnership with others

• **Continuous communication**
  • Ask questions, reach out to related initiatives, and ask your partners about the networks they’re connected with
TRITONS BRINGING IT TOGETHER

How can you participate?

• Email Deputy Chief of Staff Gillian Hemingway at CollectiveImpact@ucsd.edu expressing interest in Collective Impact

• She will reach out to you with additional information and next steps about connecting you with the CI backbone
UC San Diego
ACADEMIC SENATE OVERVIEW

Steven Constable
2020/21 Chair
UCSD Division of the Academic Senate
What is the Academic Senate?

The Academic Senate is the primary vehicle through which faculty participate in shared governance.

The UC Academic Senate was established in the UC’s founding charter in 1868.

Shared governance was codified by the Regents in 1920, by which the Faculty shares the management of the University with the Administration.
Regents Standing Order 105

Defines the duties and authority of the Academic Senate:

- Sets admissions requirements
- Sets graduation requirements
- Approves courses and curriculum
- Approves publications by UC Press
- Advises on the budget and other matters pertaining to the conduct and welfare of the University

Defines membership:

- Most Professorial positions, L(P)SOEs, and select administrators
- San Diego Division ~ 2,000 Senate members
The tradition of shared governance has endured at the University of California not because it has insured consensus, but because it has proved fundamental to the full discussion of the university’s role in society and in the management of its important affairs. Faculty ... are critical not only in maintaining the quality of the university’s academic programs, but also in advising the president and the chancellors.

... shared governance also can provide an additional important benefit: the maintenance of a high level of morale within the academic community. “The process of consultation,” wrote John J. Corson in 1941, “strengthens the allegiance to the institution and their individual zeal and satisfaction.”

Certainly, shared governance has added to the complexity of decision-making. Foremost, it has proven an important and evolving tool established by the Regents for management of the University of California – a tool that works best in an atmosphere of respect and understanding of the differing roles of faculty, students, administrators and the Regents.
How is the Senate organized?

Academic Senate = UC Academic Senate (systemwide)

Each UC campus has a Division of the UC Academic Senate

**Senate:** UC systemwide & San Diego Divisional bylaws and regulations

**Administration (Senate is advisory):** UC APM and UCSD PPM

In both cases UC bylaws/policy trump UCSD bylaws/policy
Senate leadership

UC Chair: Robert Horwitz, UCSD
UC Vice Chair: Susan Cochran, UCLA

UCSD Chair: Tara Javidi, JSOE-ECE
UCSD Vice Chair: Nancy Postero, Anthropology

UCSD Senate Council consists of the Chair, Vice-Chair, and past Chair, select committee chairs, 2 elected members of Representative Assembly, 2 senior representatives of UC Assembly, and any UCSD members of UC Academic Council.

Guests (by invitation) include junior representatives of UC Assembly and Chairs of the HS and SIO Faculties.
**Committee Structure**

<table>
<thead>
<tr>
<th>Systemwide</th>
<th>San Diego</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Academic Council</td>
<td>• Senate Council</td>
</tr>
<tr>
<td>• 22 standing committees</td>
<td>• Senate Administration Council</td>
</tr>
<tr>
<td>• Assembly</td>
<td>• 27 standing committees</td>
</tr>
<tr>
<td></td>
<td>• Representative Assembly</td>
</tr>
</tbody>
</table>

The committees are the deliberative bodies that do the transactional work of the Senate.

Representative Assembly is the legislative body which votes on bylaw and regulation changes.
<table>
<thead>
<tr>
<th>Committee</th>
<th>Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Freedom</td>
<td>International Education</td>
</tr>
<tr>
<td>Academic Information Technology</td>
<td>Library</td>
</tr>
<tr>
<td>Academic Personnel*</td>
<td>Planning and Budget*</td>
</tr>
<tr>
<td>Admissions*</td>
<td>Preparatory Education</td>
</tr>
<tr>
<td>Campus and Community Environment*</td>
<td>Privilege and Tenure*</td>
</tr>
<tr>
<td>Committee on Campus Climate Change</td>
<td>Research*</td>
</tr>
<tr>
<td>Committee On Committees*</td>
<td>Research Grants - General Campus</td>
</tr>
<tr>
<td>Diversity and Equity*</td>
<td>Research Grants - Health Sciences</td>
</tr>
<tr>
<td>DEI Course Requirement Committee</td>
<td>Research Grants - Marine Sciences</td>
</tr>
<tr>
<td>Educational Policy*</td>
<td>Rules and Jurisdiction</td>
</tr>
<tr>
<td>Extended Studies and Public Service</td>
<td>Senate Awards</td>
</tr>
<tr>
<td>Faculty Welfare*</td>
<td>Undergraduate Council*</td>
</tr>
<tr>
<td>Graduate Council*</td>
<td>Undergraduate Scholarships and Honors</td>
</tr>
</tbody>
</table>

* = Senate Council committees
Members of the Committee on Committees are elected by Senate faculty. The Committee on Committees is responsible for populating all the other Senate committees, and appointing committee chairs and vice-chairs.

The chair and vice-chair of the Division are also elected by the Senate faculty.

Thus, at least indirectly, Senate faculty have control over the composition of Senate leadership.

The committees are where the real work of the Senate happens. They are a great way to get to know how the system is organized, get to meet your colleagues from other departments, and fulfill your local service obligations in an easy to document way.
Representative Assembly

• Composed of representatives from all academic departments, schools, and colleges, often elected.

• Governed by parliamentary procedure.

• Deals with matters vetted by standing Senate committees.

• Agenda is approved by Senate Council and distributed 5 instructional days before the meeting (therefore RA cannot meet in summer).
Workflow 1 - review

request for review

Divisional Chair

Systemwide Senate
UCSD Administration
UCOP

Senate Council

Divisional Chair

Committees

P&B

EPC

etc.

etc.

etc.

...
Workflow 2 - bylaws

UCSD Senate Committee or Faculty, AS Chair, or Council

Divisional Chair

Rules & Jurisdiction

Senate Council

Representative Assembly
Workflow 3 - U/G degree programs

Dept. Chair or Dean → Divisional Chair → Undergraduate Council

Undergraduate degree programs can be approved at the Divisional level.

Stop at UGC if new major

Senate Council → Representative Assembly

Changes to requirements or regulations
Workflow 4 - Grad. Degrees and Academic/Research Units

Dean or Chancellor
  ↓
Divisional Chair
  ↓
UCSD Committees
  ↓
Senate Council
  ↓
Representative Assembly
  ↓
Systemwide Senate

The Compendium presents system-level review processes for creating and modifying academic degree programs, academic units, and research units.
When you run for Vice-Chair of the UCSD Senate, you are committed to two years work on behalf of the Faculty. I was always expecting it to be a big job, but had no idea what was to come. However, there is deep satisfaction in doing something that can make a difference, and I was pleased to be of service to the UCSD community. But I wasn’t on my own, and I would like to extend gratitude to my previous Chair, Maripat Corr, my Vice Chair, Tara Javidi, and all the committees and committee chairs from 2019 to 2021 who did the heavy lifting during my terms. And, the Chancellor and Vice-Chancellors who worked with the Senate to make UCSD the great university that it is. Thank you all.
Open Access update

Fall 2021

Mark Hanna, Chair Committee on the Library
Erik Mitchell, University Librarian
Berlin 15 conference

- As part of our continued commitment to Open access UC co-led the Berlin 15 conference in early October 2021
- Focus on a right to read; a right to publish
- Transformative Agreements (TAs) have seen considerable growth in US and Europe; new strategies are needed to extend OA globally
- UC can directly influence a right to read by publishing more articles through our OA agreements
UC Open Access Update

- UC has Ten Transformative Agreements with publishers, resulting in over 30% of UC articles being eligible for OA publishing
- UC Libraries continue to negotiate with additional publishers as well as beginning renewal of our initial Transformative Agreements
- Initial data shows that only around 40-50% of authors are taking advantage of OA options in these agreements
  - Low OA adoption does not save the university money - in fact it could contribute to sustainability problems over time
Successful transformative agreements

- Association for Computing Machinery (ACM) (Non-APC model)
- Cambridge University Press*
- JMI Publications
- Public Library of Science (PLOS)*
- Springer Nature*
- Canadian Science Publishing
- Company of Biologists
- The Royal Society
- Elsevier
- National Academy of Sciences (Reduced APC)

*Agreements that are up for review / renewal in next year
### OA opt outs in UC open access agreements

<table>
<thead>
<tr>
<th></th>
<th>Cambridge</th>
<th>Springer / Nature*</th>
<th>Elsevier*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>All UC</strong></td>
<td>Opt out rate: 56%</td>
<td>Opt out rate:48%</td>
<td>Opt out: rate 59%</td>
</tr>
<tr>
<td></td>
<td>Total articles published: 515</td>
<td>Total articles published: 1,013</td>
<td>Total articles published: 985</td>
</tr>
<tr>
<td><strong>UC San Diego</strong></td>
<td>Opt out rate: 52%</td>
<td>Opt out rate:54%</td>
<td>Opt out rate: 61%</td>
</tr>
<tr>
<td></td>
<td>Total articles published: 106</td>
<td>Total articles published: 136</td>
<td>Total articles published: 165</td>
</tr>
</tbody>
</table>

*Post-publishing surveys now in place*
Possible causes for opting out based on survey/observations

- **Hypothesis 1: Multi-payer workflow is confusing / time consuming**
  - This could be the case as publishers have had to build these workflows to support our agreements. For example Cambridge UP is still unable to make OA the default path, meaning that authors have to actively select OA

- **Hypothesis 2: Authors believe that OA costs the library more**
  - A foundational principle of all of our OA agreements is that cost/risk is managed. For transformative agreements OA does not cost the library more and opting out of OA provides the publisher with the ability to continue to sell access to that article

- **Hypothesis 3: Authors did not have funds to contribute**
  - While our transformative agreements with publishers are based on the expectation that researchers will contribute OA funds when they have them every agreement is setup so that authors can still publish OA if they do not have funding
How you can help

● When you publish in a journal with a transformative agreement publish OA; reach out for help if you have questions
● Share this information with colleagues including students and postdocs; our librarians are glad to visit faculty meetings, research meetings and classes to explain the OA options available to researchers
● Consider how else you might make your scholarship open. In addition to OA journal articles the library provides support for OA monographs, open educational resources and open journal publishing

Open Access week 2021 Oct 27 - Nov 3 will focus on education and outreach; Contact Allegra Swift for more information
UC’s path to Open Access

UC Academic Senate adopted an [Open Access Policy on July 24, 2013](#), research articles authored by faculty made available to the public.

[Presidential Open Access Policy](#) of October 23, 2015 expanded open access to all other authors who write scholarly articles while at UC.

[UC San Diego joins OA 2020](#) - a commitment to transform subscription dollars to Library dollars.

Benefits of OA publishing @ UC

- UC’s agreements enable OA in publications researchers are choosing to share results of work
- OA expands access to and readership of publications
- OA is for all UC corresponding authors - faculty, graduate students, undergraduates, staff
EPC Updates:

* Policy for Calculation of GPA in the Major
* Policy on Distance Education Courses
* Policy on Syllabi for Courses

Padmini Rangamani, Chair
Educational Policy Committee
Policy for Calculation of GPA in the Major

- The **Policy for Calculation of GPA in the Major** states which course grades are included in the major GPA calculation.

- EPC approved updates to the policy, effective Fall 2022.

- The revisions were initiated by EPC in response to requests for clarification from the Office of the Registrar and department academic advisors.
Policy for Calculation of GPA in the Major

Revisions include:

1. Clarifying that only upper division courses that are used to fulfill a major requirement and are consistent with the general GPA calculation requirements (SD Regulation 503(A)(3), are included in the major GPA calculation.

2. Simplifying the policy language to be clearer on which course grades are included in the major GPA calculation and which are not.
Policy on Distance Education Courses

• In Spring 2021, EPC approved updates to Section III of the **Policy on Distance Education Courses**.
  • Section III provides the guidelines for distance education course proposals (R courses).

• Characteristics of an R Course remain unchanged:
  • Designed with less than 50% of student-instructor interaction time occurring face-to-face
  • Some or all students are separated from the instructor
  • Synchronous or asynchronous student-instructor interactions
Policy on Distance Education Courses

• Purpose of the changes:
  1. Provide departments and programs with more guidance on proposal requirements.
  2. Address areas where additional information would facilitate Senate review of the proposal.

• Updates include:
  • A letter from the department addressing how the proposed R course fits into the curriculum.
  • Asking proposers to explain why the course is being offered in a distance education modality.
  • Addressing the accessibility of technological tools required for the course (as applicable)
Policy on Syllabi for Courses

- In Spring 2021, EPC approved a new Policy on Syllabi for Courses.
- Effective Fall 2022, a syllabus is required for all classes, with the exception of independent study courses.
- Reasons for establishing the new Policy:
  - Promote consistency across campus.
  - Improve the student experience.
  - While a widely recognized best practice, there is no current requirement that instructors provide a syllabus to students.
Policy on Syllabi for Courses

• The Policy sets the minimum requirements for a syllabus:
  o Instructor contact information, office hours, availability.
  o TA and IA contact information and availability (if applicable).
  o An explanation of the grading policy.
  o Course information, including tentative schedule that specifies exam dates and modality.

• Instructors are encouraged to make use of additional resources available through the Teaching + Learning Commons
Thank you!

Questions?
At its October 11, 2021 meeting, the Graduate Council approved a proposal for the establishment of a new PhD specialization in Computational Social Science in the following departments: Anthropology, Cognitive Science, Communication, Economics, Education Studies, Ethnic Studies, Linguistics, Political Science, Psychology, and Sociology. The proposal requests the establishment of the following new degrees:

- PhD in Anthropology with a Specialization in Computational Social Science
- PhD in Cognitive Science with a Specialization in Computational Social Science
- PhD in Communication with a Specialization in Computational Social Science
- PhD in Economics with a Specialization in Computational Social Science
- PhD in Education Studies with a Specialization in Computational Social Science
- PhD in Ethnic Studies with a Specialization in Computational Social Science
- PhD in Linguistics with a Specialization in Computational Social Science
- PhD in Political Science with a Specialization in Computational Social Science
- PhD in Political Science & International Affairs with a Specialization in Computational Social Science
- PhD in Experimental Psychology with a Specialization in Computational Social Science
- PhD in Sociology with a Specialization in Computational Social Science

Students in this specialization must satisfy all degree requirements for the PhD in their home program and complete a curriculum related to Computational Social Science. The Council is supportive of this academic endeavor and recommends that the Representative Assembly approve the proposal.

Arshad Desai, Chair
Graduate Council

The complete proposal is available for review: https://senate.ucsd.edu/media/536151/2021-10-11-proposed-specialization-in-computational-social-science.pdf
and analytical skills necessary to leverage modern computational modeling methods and large
naturalistic datasets. These skills, in turn, will deepen their understanding of the core theories and
applications of their social science field, and provide marketable, technical, project-based expertise
that can be applied to problems across academic, public sector, NGO and business worlds.
Without this program, PhD students in social science can access training in these quantitative,
computational and data analytical skills only through considerable effort. Identifying relevant
coursework outside the department is left to individual students, and access to training throughout the
division requires customized approvals from individual programs and advisors. While these challenges
are surmountable, they create many points of friction for individual students, and have limited the
training otherwise motivated students attain. This program will make visible and accessible the shared
network of coursework, training, and other opportunities spanning the Division of Social Science and in
so doing will expand the group of graduate students considering this option. Those working on similar
methods and projects across different graduate departments in the division may not know each other, and
through this specialization and its affiliates we hope to build a more integrated and supportive
community.

The graduate specialization in CSS is designed to supplement PhD students’ existing training with
highly-sought technical skills and the insight to apply them appropriately and innovatively to social
science questions, including those outside their existing area of expertise. The curriculum of the
graduate specialization in CSS includes the following components: three elective classes from a list
spanning 6 departments with the Division of Social Sciences, three quarters of enrollment in the CSS
209 seminar series, and a demonstration of technical proficiency through classwork and dissertation
research. In addition, the dissertation will engage with CSS in the following ways: the appointment of a
dissertation committee that includes at least one CSS affiliate from outside the home department and a
technical or interdisciplinary computational social science component to the dissertation. The course
offerings will capitalize on the existing strengths of Social Sciences units while bringing the community
of scholars together in a standing seminar series.
REPORT OF THE GRADUATE COUNCIL

At its November 8, 2021 meeting, the Graduate Council approved a proposal to establish a new self-supporting graduate professional degree program of study leading to a Master of Science in Precision Medicine (online). The degree program requires 37 units of coursework and a required comprehensive examination at the end of the final quarter. The Council is supportive of this academic endeavor and recommends that the Representative Assembly approve the proposal.

Arshad Desai, Chair
Graduate Council

The complete proposal is available for review: [https://senate.ucsd.edu/media/547492/2021-11-08-som-proposed-interdisciplinary-ms-in-precision-medicine.pdf](https://senate.ucsd.edu/media/547492/2021-11-08-som-proposed-interdisciplinary-ms-in-precision-medicine.pdf)

Executive Summary

To meet the demand for trained precision medicine professionals, the Center for Personalized Cancer Therapy (CPCT), of the UC San Diego Health Systems and the Moores Cancer Center, proposes a new Master of Science (MS) in Precision Medicine. The goal of the proposed MS degree in Precision Medicine is to train the upcoming leaders of the biomedical revolution in healthcare and innovative drug development. The program will be offered in a fully online format to a global audience in the fall of 2023, with recorded lectures and online learning activities that enhance the teaching and learning process. The intention is to recruit a cohort of up to 100 students (steady state) annually to pursue the MS in Precision Medicine degree.

The program objectives are to educate and train students in the following:
- Genomics, big data applications, bioinformatics, cancer biology, immunotherapy
- Clinical trial design for precision medicine
- Infectious disease
- Stem cell therapy
- Precision surgery
- Regulatory strategy and drug development in precision medicine
- Impact of precision medicine (omics and immunotherapy) on diagnosis and therapy
- Impact of big data now generated across multiple measurement modalities in medicine and how data can be harnessed to improve patient care and create breakthrough therapies.

Distinctive features of the program include instruction by an expert and committed faculty who possess scholarly understanding and industry experience, a case and project-oriented approach to learning, options in professional focus, online course delivery that will allow for 24/7 access to lectures, exposure to student colleagues with varied professional backgrounds, and potential connections with industry professionals. This fully online format is supported by trends that show the preference for the online format will predominate, allowing professionals to continue working while pursuing the degree, and importantly, being accessible to the global market with students residing both internationally and in distant locations within the United States.

The MS in Precision Medicine curriculum will focus on the fields of cancer, cardiac, metabolic, and neurological pathologies and will gradually expand to include other diseases and scientific advances in
these areas of precision medicine as they come to fruition. Additionally, students will learn from the business, regulatory and policy aspects of precision medicine that are growing out of CPCT research and educational activities.

The online MS in Precision Medicine is expected to directly contribute to the mission of UC San Diego, and give greater visibility to precision medicine, locally, nationally, and internationally. Importantly, patients will benefit from highly trained and educated precision medicine professionals addressing the causes and treatments of human disease.