

Charge to the
**Joint Academic Senate-Administration Task Force on
UC Adaptation to Disruptions (UCAD Plus)**
October 2025

Background

This joint Academic Senate-Administration task force is a successor to the Academic Senate’s Task Force on UC Adaptation to Disruptions (UCAD), established in April 2025. UCAD was charged with developing strategies to maintain the excellence of the University of California’s tripartite mission—teaching and education, research and discovery, and public service—in the face of disruptive federal executive actions, uncertain federal and state partnerships, and evolving shifts in the higher education landscape. Its [charge](#) included both short- and long-term strategies for restructuring academic programs and University operations in the face of these threats.

In July 2025, UCAD finalized an [interim report](#) addressing two of its four initial priority areas: (1) restructuring of academic programs; and (2) resizing of programs and the workforce. The Senate issued a formal request for feedback from Senate divisions and systemwide committees on September 15, 2025, with responses due by October 31, 2025. This request also invited individual faculty and other members of the UC community to comment by December 1, 2025.

Prior to UCAD’s convening, the Academic Planning Council’s Workgroup on the Future of Doctoral Programs at UC issued its [final report](#) in February 2025, with systemwide recommendations and ideas for restructuring UC’s doctoral programs to ensure their continued relevance and viability. The report was widely circulated for discussion by leaders of campus-level doctoral programs.

Since the release of these two reports, external pressures on the University have intensified, making response planning even more critical. It is likely that a shifting higher education landscape and resource constraints will necessitate reconfiguration of some of UC’s programs and operations to maintain the UC’s position as the nation’s leading research university.

In a September 15, 2025 [letter](#) to all faculty, the systemwide Senate announced that UCAD would continue its work in fall 2025 with an updated Senate faculty roster, and that a new joint Senate-administration implementation planning group comprised of all Senate UCAD members as well as administrative leaders would be convened as soon as possible to prioritize UCAD’s recommendations and determine actionable items. This expanded effort is the UCAD Plus Task Force. It will build upon the interim UCAD report, complement UCAD’s ongoing work, and further strengthen shared governance.

It will be paralleled by similar efforts on the administrative side of the university, in order to ensure that a restructured academic enterprise is properly supported by administrative operations that will facilitate new programs and inter-campus collaboration.

Vision

UCAD Plus will draw on the combined expertise and perspectives of the Academic Senate and the UC administration to advance the goals of sustaining and elevating UC’s academic mission and operations while respecting campus autonomy. The joint effort will identify needs for resizing and restructuring; develop guidelines and guardrails that foster and deepen collaborations across the UC system to advance excellence in research and education; optimize program delivery; explore avenues for managing international student enrollment; ensure student success; and leverage the “Power of 10.” Together,

through shared governance, UCAD Plus will align our values, sharpen our focus, and invest in the structures that sustain UC's integrity, innovation, and purpose. Targeted recommendations, broad consultation, and efficient implementation are key to ensuring our academic enterprise remains resilient and impactful while contributing to the prosperity and innovative spirit of California.

Charge

UCAD Plus will focus on strategies to maintain UC's position as the nation's leading research university in light of resource constraints. Building on UCAD's interim report, the task force will prioritize recommendations for sustaining the research enterprise and restructuring and resizing academic programs that require coordinated Academic Senate and administrative action. The five primary focus areas are listed here with specific goals for each area identified below.

1. Research activities and infrastructure: Addressing both broad and targeted budget cuts and grant interruptions with a direct impact on UC's research mission, as well as follow-on impacts on research infrastructure due to changes in IDC (Indirect Cost) rates.
2. Academic personnel evaluations: Assessing how changes in the research funding landscape will impact UC faculty's ability to conduct their research and to progress in their careers.
3. Academic program planning, evaluation, and alignment: Assessing financial limitations and seeking ways to ensure program sustainability while maintaining academic quality at both the undergraduate and graduate levels.
4. Instructional opportunities and course offerings across modalities: Preserving course availability and instructional continuity amid both short-term disruptions and longer-term resource pressures.
5. The future of graduate education: Assessing the structure, delivery, and support systems for graduate education across UC.

UCAD Plus is expected to approach issues analytically, using data whenever possible. It will contribute ideas for near-term academic and operations restructuring, as well as recommendations for long-term planning. The Task Force will draw on the expertise of Academic Senate and administrative leaders and consider a broad array of perspectives through timely consultative outreach and engagement beyond its membership, as needed.

UCAD Plus members will participate in workgroups (WGs) covering each of the five priority areas to develop concrete proposals for consideration by the full group. Each workgroup will focus on specific goals as described in the table below, as well as emerging issues it deems relevant:

WG	Focus	Specific goals
1	Research Activities and Infrastructure	• Identify barriers and opportunities for collaborative research across campuses. • Evaluate administrative, financial and infrastructural factors that impact joint research activities. • Identification of new and redeployed sources of research funding. • To sustain vital research, explore options for shared facilities across campuses and recharge models for both UC and non-UC users.

		• Develop models for the support of multiple-PI and interdisciplinary research as well as the individual PI model. • Create guardrails for managing research operations/funding in the event of disruption. • Describe mechanisms for protecting and/or redirecting the research activities of vulnerable faculty (e.g., early career faculty, scholars whose research lies outside the boundaries of current federal guidelines). • Identify synergies and risks connected to UC Health. • Improve our ability to educate the public about the value of research to California, the nation, and the world.
2	Academic Personnel Evaluations	• Consider whether there is a need for changes in the faculty evaluation process to accommodate funding losses, including Achievement Relative to Opportunity (ARO) principles and the length of the tenure/promotion processes. • Review expectations for faculty performance and workload in the new funding environment, with special attention to early and mid-career faculty. • Consider the role of innovation, entrepreneurship, industry-related/sponsored research, and restricted research in the evaluation process. • Propose mechanisms to increase flexibility in career pathways and create glide paths to alternatives. Consider ways to credit faculty contributions to degree programs, instruction, and mentoring outside of home department that conventionally conducts merit reviews.
3	Program Evaluation and Alignment	• Review options to resize, restructure, or reorganize academic units and degree programs to support key academic areas and prioritize resources for strategic investment. • Articulate criteria for program viability in context of assessment of sustainable cohort sizes. • Consider opportunities to restructure or reorganize degree programs through interdepartmental degrees. • Review options for faculty recruitment through joint appointments and related mechanisms to afford greater flexibility to academic units. • Advise on balance of teaching-focused and research-active faculty. • Strengthen the role of academic program reviews and academic planning as a mechanism for constant improvement and program restructuring options. • Identify program changes that need to be discussed with field-specific and general accrediting bodies. • Connect and collaborate with parallel administrative reform efforts to provide effective and efficient support for academic programs, advising, and student success.
4	Instructional Opportunities	• Evaluate opportunities for (and obstacles to) cross-campus instructional offerings to supplement and sustain campus-based programs. • Evaluate infrastructure needs for hybrid/online instruction and evaluate feasibility study for domestic/international online offerings. • Reflect on how to undertake strategic realignments of instructional offerings at undergraduate and graduate levels.

		- Consider how to use the metrics for quality instruction, articulated by the University Committee on Educational Policy (UCEP) and developed in the Performance of Undergraduate Degree Programs (PUDP) Task Force report to preserve the highest quality of instruction. - Develop operational and budgetary structures to support inter-campus educational programs and award credit for student FTE.
5	Future of Graduate Education	- Consider feedback on recommendations from the APC report on the Future of Doctoral Programs at UC, including optimization of time-to-degree. - Consider how to expand intercampus opportunities for graduate advising, mentoring, and career preparation. - Develop principles for setting graduate cohort sizes and outline mechanisms for graduate enrollment management. - Consider opportunities for interdepartmental and intercampus graduate degrees. - Describe mechanisms to increase engagement between degree programs and across the system.

The scope of analysis in each workgroup may extend beyond the issues listed above, provided priorities are based on the potential to mitigate near-term harm to students, faculty, and staff. In reflecting on risks to the University's core functions and deeply held institutional values, UCAD Plus will consider each workgroup report both independently and in relation to one another, recognizing their interconnected impacts.

Structure

Steering committee	Comprised of the systemwide provost, Academic Senate chair, and the Council of Executive Vice Chancellors (COVC) chair. It will lead UCAD Plus meetings, define workgroup charges and membership, communicate monthly to all faculty about the progress of this work, use the resulting reports and their discussions to create UCAD Plus reports for systemwide review, and incorporate feedback into recommendations. The steering committee will also keep faculty systemwide informed of the UCAD Plus work.
UCAD Plus	Membership will include balanced representation from the Senate and administration. Members will operationalize systemwide plans emerging from the workgroups. The group will include all members of the subgroups UCAS-S and UCAD-A, each of which may bring new issues to the task force for consideration.
UCAD-S	Senate-appointed members who will collect and summarize feedback from systemwide Senate review of the UCAD interim report; consider implementation of issues within Senate purview; advise UCAD-A on administrative issues; and continue deliberations on issues outstanding from the original UCAD charge.
UCAD-A	Administrative leaders, including all members of the COVC. It will discuss implementation of issues within the administration's purview and provide input to UCAD-S on Senate issues.
Workgroups	Comprised of similar numbers of UCAD-S and UCAD-A members, with co-leads from the Senate and administration. They will develop guidelines, guardrails, and best practices for systemwide implementation for review by UCAD Plus.

Each campus may choose to create a local campus task force (**UCAD-C**) group with a structure similar to UCAD Plus to consider local implementation. Such groups should include meaningful representation from both the Senate and the administration. On a regular basis, UCAD-C leaders will be informed of UCAD Plus progress and invited to share their perspectives with UCAD Plus.

Membership of UCAD Plus

Academic Senate (UCAD-S)

1. Ahmet Palazoglu, Systemwide Academic Senate Chair & Task Force Co-Chair (UCD)
2. Susannah Scott, Systemwide Academic Senate Vice Chair (UCSB)
3. Robert Brosnan, UCPB Chair (UCD)
4. James Weatherall, UCORP Chair (UCI)
5. Partho Ghosh, CCGA Chair (UCSD)
6. Kristen Holmquist, UCAADE Chair (UCB)
7. Karen Bales, UCFW Chair (UCD)
8. Nael Abu-Ghazaleh, UCAP Chair (UCR)
9. Matt McCarthy, UCSC Senate Division Chair
10. Errol Lobo, UCSF Senate Division Chair
11. Rebecca Plant, UCSD Senate Division Chair
12. Kevin Mitchell, UCM Senate Division Chair
13. Kathy Bawn, Immediate Past UCLA Division Chair

Administration (UCAD-A)

1. Katherine Newman, Provost & Executive Vice President, Academic Affairs, & Task Force Co-Chair
2. Hal Stern, Provost and Executive Vice Chancellor (UCI); Convener, Council of Executive Vice Chancellors (COVC)
3. David Marshall, Executive Vice Chancellor (UCSB)
4. Darnell Hunt, Executive Vice Chancellor and Provost (UCLA)
5. Ben Hermalin, Executive Vice Chancellor and Provost (UCB)
6. Paul Koch, Interim Campus Provost and Executive Vice Chancellor (UCSC)
7. Elizabeth (Betsy) Dumont, Executive Vice Chancellor and Provost (UCM)
8. Elizabeth Watkins, Provost and Executive Vice Chancellor (UCR)
9. Catherine Lucey, Executive Vice Chancellor and Provost (UCSF)
10. Mary Croughan, Provost and Executive Vice Chancellor (UCD)
11. Elizabeth Simmons, Executive Vice Chancellor (UCSD)
12. Lisa Garcia Bedolla, Vice Provost for Graduate Studies, Hitchcock Dean of the Graduate Division, and Chancellor's Professor of Education (UCB)
13. Roger Wakimoto, Vice Chancellor for Research, (UCLA)

UCAD Plus Steering Committee Staff Support

1. Monica Lin, Executive Director, Systemwide Academic Senate
2. Stephanie Beechem, Chief of Staff, UCOP Academic Affairs
3. Kate Brigman, Associate Provost and Chief of Staff, Office of the Provost & Executive Vice Chancellor, UC Irvine

UCAD Plus Staff Support

1. Monica Lin, Systemwide Academic Senate (UCAD Plus)
2. Michael LaBriola, Systemwide Academic Senate (UCAD-S)

3. Kate Brigman, Chief of Staff, Associate Provost and Chief of Staff, Office of the Provost & Executive Vice Chancellor, UC Irvine
4. Monica Varsanyi, Vice Provost, Faculty Affairs and Academic Programs, UCOP
5. Pamela Brown, Vice President, Institutional Research and Academic Planning, UCOP
6. Amy Lee, Deputy Provost, Systemwide Academic Personnel, UCOP
7. Yvette Gullatt, Vice President and Vice Provost, Graduate, Undergraduate, and Equity Affairs, UCOP
8. Theresa Maldonado, Vice President, Research & Innovation, UCOP
9. Randy Katz, Interim Executive Advisor, Research & Innovation, UCOP
10. Gale Sheean Remotto, Senior Strategic Advisor, Strategic Program Management Office, UCOP
11. Ted Huang, Director of Financial Planning & Analysis, UC Finance
12. Kate Glassman, Director, Operating Budget, UC Finance

Workgroup Members

WG1: Research Activities and Infrastructure

Academic Senate:

1. James Weatherall, UCORP Chair (UCI) (Co-chair)
2. Robert Brosnan, UCPB Chair (UCD)
3. Megan McEvoy, UCLA Division Chair
4. Mark Stacey, UCB Division Chair

Administration:

1. Paul Koch, Interim Campus Provost and Executive Vice Chancellor, UC Santa Cruz (Co-chair)
2. Roger Wakimoto, Vice Chancellor for Research, UCLA
3. Kathy Yelick, Vice Chancellor for Research, UC Berkeley
4. Catherine Lucey, Executive Vice Chancellor and Provost, UC San Francisco

Staff Support:

1. Joanne Miller, UCORP Analyst, Systemwide Academic Senate
2. Deborah Motton, Executive Director, Research Policy Analysis and Coordination, UCOP

WG2: Academic Personnel Evaluations

Academic Senate:

1. Nael Abu-Ghazaleh, UCAP Chair (UCR) (Co-chair)
2. Karen Bales, UCFW Chair (UCD)
3. Angela Gelli, UCAP Vice Chair (UCD)
4. Ramesh Balasubramaniam (UCM)

Administration:

1. Elizabeth Watkins, Executive Vice Chancellor and Provost, UC Riverside (Co-chair)
2. Ben Hermalin, Executive Vice Chancellor and Provost, UC Berkeley
3. Phil Kass, Vice Provost, Academic Affairs, UC Davis
4. Darnell Hunt, Executive Vice Chancellor and Provost, UCLA

Staff Support:

1. Ken Feer, UCFW & UCAP Analyst, Systemwide Academic Senate
2. Kelly Anders, Executive Director and Deputy, Systemwide Academic Personnel, UCOP

WG3: Program Evaluation and Alignment

Academic Senate:

1. Kevin Mitchell, UCM Senate Division Chair (Co-chair)
2. Matt McCarthy, UCSC Senate Division Chair
3. Jane Stoevers, UCI Senate Division Chair
4. Kadee Russ, UCD Senate Division Chair

Administration:

1. David Marshall, Executive Vice Chancellor and Provost, UC Santa Barbara (Co-chair)
2. Elizabeth Simmons, Executive Vice Chancellor, UC San Diego
3. Marc Fisher, Vice Chancellor for Administration, UC Berkeley
4. Kurt Schnier, Vice Chancellor for Planning & Budget and Chief Financial Officer, UC Merced

Staff Support:

1. Stefani Leto, UCPB & UCAADE Analyst, Systemwide Academic Senate
2. Carmen Corona, Director of Academic Planning and Policy, IRAP, UCOP

WG4: Instructional Opportunities

Academic Senate:

1. Kathy Bawn, Immediate Past UCLA Division Chair (Co-chair)
2. Rebecca Jo Plant, UCSD Senate Division Chair
3. Kristen Holmquist, UCAADE Chair (UCB)
4. Rita Raley, UCSB Division Chair

Administration:

1. Michael Dennin, Vice Provost for Teaching and Learning and Dean, Division of Undergraduate Education at UC Irvine (Co-chair)
2. Jenae Cohn, Executive Director, Center for Teaching and Learning, UC Berkeley
3. Alexandra Stern, Dean of Humanities, UCLA
4. Rolin Moe, Associate Vice Provost, UC Online

Staff Support:

1. Brenda Abrams, UCEP Analyst, Systemwide Academic Senate
2. Chris Furguele, Institutional Research Manager, UCOP

WG5: Future of Graduate Education

Academic Senate:

1. Susannah Scott, Systemwide Academic Senate Vice Chair (UCSB) (Co-Chair)
2. Partho Ghosh, CCGA Chair (UCSD)
3. Errol Lobo, UCSF Senate Division Chair
4. Ken Barish, UCR Senate Division Chair

Administration:

1. Gillian Hayes, Vice Provost for Academic Personnel, UC Irvine (Co-Chair)
2. Elizabeth (Betsy) Dumont, Executive Vice Chancellor and Provost, UC Merced
3. Mary Croughan, Provost and Executive Vice Chancellor, UC Davis
4. Lisa Garcia Bedolla, Vice Provost for Graduate Studies, Hitchcock Dean of the Graduate Division, and Chancellor's Professor of Education, UC Berkeley

Staff Support:

1. Fredye Harms, CCGA Analyst, Systemwide Academic Senate
2. Sandra Wulff, Associate Director, Graduate Studies, UCOP

Timeline & Deliverables

UCAD Plus will deliver its recommendations to the Steering Committee who will be responsible for the following deliverables based on the timeline:

Phase	Dates	UCAD Plus Activities	Steering Committee Deliverables
1	Oct 2025 – Feb 2026	• Discuss recommendations in and faculty feedback on the 2025 UCAD interim report, and assess their potential impacts • Workgroups develop recommendations for implementation strategies • UCAD-S considers the two issues remaining from its original charge and presents recommendations for discussion by UCAD Plus	• Present draft recommendations to President, Chancellors, Academic Council, and Vice Chancellors of Administration and Planning and Budget • Upon approval from the President and Chancellors, release interim report for systemwide review
2	Feb 2026 – April 2026	• Systemwide review on select recommendations taking place • Consider feedback on Phase 1 report • Formulate policy revisions and/or new policies to facilitate implementation of Phase 1 recommendations	• After conclusion of systemwide review and incorporation of any feedback, deliver final report with policy recommendations to President and Chancellors
3	April – May 2026	• As appropriate, systemwide task forces including deans and department chairs convene to develop recommendations for cross-campus courses and programs to augment campus-based courses and programs	
4	May – June 2026	• Divisional Senates evaluate Phase 3 recommendations • Campus implementation planning commences	