

Valuing Faculty Service to the Academic Senate

BACKGROUND

Comprised of over 2000 faculty, the Academic Senate is the primary vehicle for faculty participation in the shared governance of the university. Service is an important element in the academic personnel process of promotion and tenure as well as the lifeblood of a vital university community. Senate faculty face an increasing number of demands on their time—as well as opportunities—in the realms of research, teaching, and service. The Senate competes with many other service priorities such as departmental administration and scholarly societies. This situation creates on-going challenges to both fill the membership of dozens committees, councils, and subcommittees as well as to create diverse and representative bodies. As a result, the current structure of standing committees does not have its intended impact.

With increased recognition of the extra service burden experienced by women and BIPOC faculty, it is clear that service is both unequally valued and distributed unequally. If the Academic Senate wishes to recruit our best faculty to serve on its committees, the Academic Senate must provide meaningful, valuable, attractive and duly recognized service opportunities on all its committees and councils. The Academic Senate's governance efficacy derives not from the number of the committees it stands up, but rather from the fulfillment of its functions (advisory and authority). Gone are the days when a committee's function consisted of occasional meetings with invited guests providing updates—where the committee offered neither consequential advisement nor flexed its designated authority.

The Academic Senate Leadership proposes the consolidation of committees as follows in order to achieve the following goals:

- Make Senate service consistently meaningful, valuable, attractive and duly recognized, so that faculty volunteer for Senate service, enjoy their experience serving in the Senate, and become ambassadors for the Senate
- Increase the effectiveness of core committees and councils by clarifying their roles and bylaws and addressing “mission drift”
- Lessen the burden on the Committee on Committees to fill committees and councils by reducing the responsibility from 22 to 16 after realignment
- Recalibrate the number of committees to reflect the available faculty resources and service opportunities

Upon approval by the Executive Board, the updates to committee and council bylaws will be subject to review by the Committee on Rules and Jurisdiction and the Legislative Assembly.

PROPOSAL

1. Update the Faculty Welfare Committee bylaws to more clearly include emeriti matters; sunset the Committee on Emeriti Affairs (CEA)

The Faculty Welfare Committee (FWC) “advises the Division and confers with administrative agencies on all matters involving faculty welfare, including but not limited to the level of salaries, salary determination methodology, benefits, insurance, retirement, housing and conditions of employment.” Its bylaws also dictate one member focused on emeriti issues. At many divisional Academic Senates, the FWC is responsible for emeriti-related affairs. By strengthening the FWC bylaws to include clearly emeriti affairs, and expand its membership to include additional emeriti members, the FWC can leverage its advisory role more effectively. CEA is duplicative in function.

2. Update the bylaws of the Graduate and Undergraduate Councils to create a joint subcommittee on instruction and evaluation of teaching; sunset the Committee on Teaching (COT)

The Graduate and Undergraduate Councils (Councils) have authority over academic matters including approval of all courses, and evaluation of instruction in the context of program review. The following sentence from a current Senate bylaw appears to describe the Councils, but is, in fact, from the COT bylaws: “...is responsible for advising the Division and departments with regard to policies that will enlarge the possibilities for distinguished teaching and improve the quality of instruction, including methods of evaluation of teaching.” In practice, the Councils rather than COT are actively involved in these matters. In practice, the COT functions primarily and almost exclusively as an awards committee. Updating the Councils’ bylaws to include pedagogy and evaluation will reflect more effectively their current purview while formalizing their authority into a joint subcommittee will strengthen this role.

3. Update the bylaws of the Graduate and Undergraduate Councils to clarify their roles regarding oversight of University Extension courses and programs; sunset the Committee on Continuing and Community Education (CCCE)

The Graduate and Undergraduate Councils (Councils) have authority over academic matters including approval of all courses and evaluation of all programs including University Extension (Extension) through program review. Indeed, CCCE bylaws specify, “Detailed oversight of the Extension courses and programs will not be the focus of CCCE. As provided in Senate bylaws, monitoring Extension’s management, programs, and instructors is best accomplished by the Senate Program Review and the delegation of course approvals to the relevant departments and programs. Extension courses and programs that convey degree credit at UCLA, such as the XL series, fall under the jurisdiction of the Graduate or Undergraduate Councils and are subject to their approval and oversight.” CCCE bylaws do indicate its advisory role with regard to non-degree-seeking students and related certificate programs. In practice, CCCE has not engaged in this role. By integrating these aspects of CCEE bylaws into those of the Councils, the Senate will close any loopholes or “grey areas” with regard to its authority over all curricular and academic matters including those housed in Extension.

4. Update the bylaws of the Graduate and Undergraduate Councils to create a joint subcommittee on academic matters involving intercollegiate athletics; sunset the Intercollegiate Athletics Committee (IAC)

The Graduate and Undergraduate Councils (Councils) have authority over, and make policy for, all academic matters including admissions, degree progress, and student academic performance. Currently, the Intercollegiate Athletics Committee (IAC) has an advisory role to the Councils on a small subpopulation of students. Creating a joint subcommittee of the Councils responsible for the oversight of and development of policy recommendations on academic matters involving intercollegiate athletics will decrease duplication of effort and integrate overlapping policy areas.

5. Update the bylaws of the Council on Planning and Budget (CPB) to clarify their advisory role regarding development policies and activities; sunset the Committee on Development (COD)

The Council on Planning and Budget (CPB) has a key role in advising on campus allocation of fiscal resources. Per its bylaws, “The Council, after appropriate consultation, make recommendations based on established Senate policy to the Chancellor and Senate agencies concerning the allocation of educational resources, academic priorities, and the planning and budgetary process.” At a time when the campus has diversified its funding streams due to reduced state support, incorporating the evaluation of “any development activities by the Division and its agencies” into the realm of CPB oversight will allow the Senate to more holistically and knowledgeably participate in shared governance.¹ As CPB has the following text in its bylaws, “appoints such standing and *ad hoc* committees as are needed to discharge its duties” the Council’s would create a standing subcommittee or *ad hoc* committee on development, as it deems most appropriate.² CPB has not updated its bylaws since 1997.

6. Create an Awards Committee; sunset the Faculty Research Lectureship Committee

In addition to providing over \$1 million annually in research and travel grants to over 300 faculty, the Senate administers 41 other awards to 11 Senate faculty, four Non-Senate faculty, 23 students, and one staff recipient. (See chart below.)

| Award Name | Recipient Type | Number of Awards |
|----------------------------------|--------------------|------------------|
| Faculty Research Lectureship | Senate Faculty | 1 |
| Distinguished Teaching | Senate Faculty | 6 |
| Distinguished Teaching | Non-Senate Faculty | 3 |
| Distinguished Teaching | Graduate Student | 5 |
| Diversity Fellowship | Graduate Student | 15 |
| Diversity, Equity, and Inclusion | Student | 2 |
| Diversity, Equity, and Inclusion | Senate Faculty | 4 |
| Diversity, Equity, and Inclusion | Non-Senate Faculty | 1 |
| Diversity, Equity, and Inclusion | Staff | 1 |

¹ [COD Bylaws](#)

² [CPB Bylaws](#)

Currently, six committees (Council on Research's Faculty Grants Program Committee, Committee on Teaching, Faculty Research Lectureship Committee, Graduate Council, the Undergraduate Council's Honors, Awards and Prizes Committee, and the Committee on Diversity, Equity and Inclusion) are involved in selecting award and grant recipients. In three out of six of these committees, the application review and selection processes is a significant portion of the committee charge.

The Academic Senate would rather not constrain valuable faculty time in a yearlong commitment to a seasonal activity (primarily Winter quarter). Instead, the Senate would create either a standing Awards Committee or draw an *ad hoc* awards committee from the membership of current committees and councils.

In the longer term, the Senate will need to consider whether it is "mission drift" to administer awards for students and staff when other campus units already do so.

MOTION

"Motion to approve the proposal to:

- 1) update the bylaws of a) the Faculty Welfare Committee to clearly include emeriti matters, b) the Graduate Council and Undergraduate Councils to clarify their roles regarding evaluation of teaching, University Extension courses and programs, and intercollegiate athletics, and c) the Council on Planning and Budget regarding development activities;
- 2) sunset the Committee on Emeriti Affairs, Committee on Teaching, Committee on Continuing and Community Education, Intercollegiate Athletics Committee, Committee on Development, and the Faculty Research Lectureship Committee;
- 3) create an *ad hoc* Awards Committee or standing Awards Committee; and
- 4) submit changes to the Legislative Assembly in 2020-21 effective September 1, 2021."