

# Executive Board

## Faculty Rebuilding and Renewal Initiative

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May 16, 2023

Michael Levine  
Faculty Rebuilding and Renewal Implementation Joint Task Force (FRIIJTF) Co-Chair

Kathleen McGarry  
FRIIJTF Co-Chair

**Re: Faculty Rebuilding and Renewal Implementation**

Dear Co-Chairs Levine and McGarry,

At the May 11, 2023, meeting of the Executive Board, members met with invited guests, FRIIJTF Co-Chair Kathleen McGarry, FRIIJTF Faculty Representative Erin Debenport, and FRIIJTF Faculty Representative Megan Sweeney, to hear updates and provide feedback on efforts to develop implementation plans for tenure-track faculty rebuilding and renewal at UCLA.

After review and discussion, members voted unanimously (12 in favor) to write this letter to the FRIIJTF indicating their ongoing appreciation and support for your work on this important issue. Moreover, members indicated that they strongly reject and challenge the narrative of austerity or lack of funds as a barrier to implementation. Yes, there are difficult choices to be made, and money does not grow on trees, but members emphasized that this is a time to establish priorities and follow through with difficult choices. EB members encouraged all the members of the joint task force to pressure the Administration to prioritize faculty rebuilding and renewal as a key and critical component of fulfilling our academic mission and maintaining our status as a world-class R1 institution.

One priority should be faculty hiring and increasing tenure density while lowering class size. Members noted that UCLA's recent trend in hiring more non-regular series (aka non-tenure track) faculty, while saving costs in the short term, is not a cost-effective strategy in the long term, and it also jeopardizes the core elements of the tripartite academic mission, namely research, teaching, and service.

Members suggested looking at the vast and growing array of programs and units within Administration for place to reduce spending in order to reallocate funds to hire more regular-series faculty. Any austerity measures should occur within administrative realms. This is all the more urgent as the campus finds funding for UAW academic worker contracts and anticipates other labor negotiations, and as faculty look around at union gains on our campus and by unionized faculty at other R1 universities.

Lastly, members noted the DEI implications of increased faculty hiring, including how it could impact the research capacity in certain specializations and disciplines where investment has been lacking, including but not limited to ethnic studies doctoral programs.

The Executive Board also refers you to the enclosed recent letter from the Faculty Executive Committee (FEC) of the School of the Arts and Architecture.

In sum, as noted in the Executive Board's [letter](#) dated August 19, 2022, to EVCP Hunt, "Now is the time to support teaching and value the faculty."

Sincerely,

A handwritten signature in cursive script, reading "Jessica R. Cattelino".

Jessica Cattelino  
Chair  
UCLA Academic Senate

Encl.

Cc: April de Stefano, Executive Director, UCLA Academic Senate  
Andrea Kasko, Vice Chair/Chair Elect, UCLA Academic Senate  
Shane White, Immediate Past Chair, UCLA Academic Senate

August 19, 2022

Darnell Hunt  
Executive Vice Chancellor/Provost Designate

**Re: Faculty Rebuilding and Renewal Initiative**

Dear Executive Vice Chancellor/Provost Designate Hunt,

At its meeting on August 15, 2022, the Executive Board of the UCLA Academic Senate unanimously agreed to send the following **Faculty Rebuilding and Renewal Initiative** proposal.

**BACKGROUND:**

As part of enrollment growth, post-pandemic recovery, and rebalancing student-to-faculty ratios to advance educational and research excellence, the Executive Board of the Academic Senate urges incoming EVCP Hunt and Chancellor Block to fully support a Faculty Rebuilding and Renewal Initiative.

The Academic Senate recognizes that enrollment growth comes after an extended period of decreasing faculty-to-student ratios while UCLA has dramatically increased its use of instructors relative to tenure-track faculty.

Campus expansion is a major investment in enrollment growth, one that will prove expensive not only in the short term but also in the longer term (e.g., for infrastructure, from student services to facilities and IT and beyond).

Many UCLA faculty have dramatically increased their workload since March 2020, carrying UCLA through the pandemic to date and managing chronic student absences, learning loss, mentoring demands, research loss, and a host of other issues. The campus has invested just over \$3 million in faculty research recovery programs, with a portion of it directed toward faculty who lost research due to caregiving. This is a very modest expenditure to address a massive set of issues. Moreover, we know that the pandemic's burdens have been borne unevenly by the faculty, especially when it comes to caregiving, gender, and race/ethnicity. See the [Mitigating COVID-19 Impacts on Faculty Working Group Final Report](#).

The pandemic is not over. We have every reason to expect that instructors will need to manage large numbers of classroom absences in the intermediate term. Instructors need more support to manage these disruptions and clear guidance about best practices for addressing changing student expectations about absences and instructional modality.

The faculty have watched UCLA absorb a massive athletics debt, the mind-boggling Heaps settlements of approximately \$1 billion, other major expenditures, and new initiatives to be announced that are likely to involve significant resources. **Now is the time to support teaching and value the faculty**, who are essential to the success of any campus expansion and of the ongoing educational efforts across all of UCLA's sites and programs.

Therefore, this campus expansion should go hand-in-glove with a ladder faculty expansion, and a large one at that (much larger than a growth in proportion with student growth).

### **PROPOSAL:**

In fall 2022, UCLA should announce a major Faculty Rebuilding and Renewal initiative, in light of the pandemic and faculty workload and burnout, and of the need to restore more acceptable student-to-faculty ratios.

This initiative should include (this is not exhaustive):

**Ladder faculty hiring.** UCLA should pursue a major faculty hiring initiative to reverse decrease in tenure density, undertaken with faculty diversity as a goal and Faculty Forward as a resource. This hiring should not simply track areas of student interest in coursework but rather should be distributed across the campus in a strategic and DEI-minded manner.

**Faculty salary increases.** Given that faculty workloads have increased in recent years (not only because of the pandemic but also because of enrollment growth, the expansion of bureaucratic responsibilities relative to teaching and research, and other factors), that the cost of living is very high, and that the pandemic and inflation continue, further faculty salary increases are warranted and should be supported systemwide and at UCLA. Further, now is the time to update the salary scales to bring up UCLA to reflect conditions at peer institutions and to promote fairness.

**Pandemic teaching relief.** UCLA should at least double the resources allocated to date to support teaching release and/or sabbatical credit for faculty who have taught during the pandemic.

**Pandemic research recovery.** UCLA should provide another research recovery grant program, aimed at getting faculty back on their feet after losing research and funding during the pandemic.

**Teaching support.** As UCLA reorganizes its teaching and learning infrastructure and creates new opportunities and institutional support, it should launch a major instructional support initiative that will support faculty in learning and using new technology, mitigating the impact of chronic absences from classrooms, increasing accessibility, and managing other increased demands in their teaching. Support might include more teaching assistants, more team teaching, adjusted teaching loads, better instructional technology and support, and guidance and faculty development regarding strategies for redesigning assessments and course materials, rethinking

pedagogy, rebuilding courses, and managing the day-to-day work (which has gone largely unrecognized and unrewarded) of maintaining teaching and learning excellence under difficult circumstances and shifting student expectations.

Sincerely,

A handwritten signature in cursive script, reading "Jessica R. Cattelino".

Jessica Cattelino  
Chair  
UCLA Academic Senate

Cc: Gene Block, UCLA Chancellor  
April de Stefano, Executive Director, UCLA Academic Senate  
Yolanda Gorman, Senior Advisor to the Chancellor and Chief of Staff  
Andrea Kasko, Vice Chair/Chair Elect, UCLA Academic Senate  
Emily Rose, Assistant Provost and Chief of Staff to the EVCP  
Shane White, Immediate Past Chair, UCLA Academic Senate