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Assembly of the Academic Senate, Academic Council
University of California
1111 Franklin Street, 12th Floor
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August 19, 2003

RICHARD ATKINSON, PRESIDENT

Re: Academic Senate Operations: Structure and Resources

Dear Dick:

During a meeting with the divisional Academic Senate Directors last fall, they reported that their most difficult challenge is to maintain an active Senate operation on limited and shrinking resources. At that time, I invited the Directors to conduct a full assessment of Senate operations across the campuses and systemwide, and to prepare a paper on the subject for consideration by the Academic Council. Their report, "Academic Senate Operations: Structure and Resources," is now complete. Academic Council unanimously approved the report at its July meeting with the direction that it be sent on to you, with a request that it be forwarded to the Chancellors. On behalf of the Senate Directors and members of the Academic Council, I am pleased to transmit this important report to you.

The core concern of the Academic Council is that its ability to engage in shared governance as a full partner with the administration is imperiled if the campus and systemwide Senates lack the resources necessary to support their missions. Currently, all of the Senate offices are seriously underfunded, and the continuing operation of at least one may be in question.

We would appreciate your consideration of the attached analysis and of the Senate's needs and forwarding of same to the Chancellors. It is our expectation that the paper will serve as a focal point for further discussion between the Chancellors and Divisional Senate Chairs, and that the principles identified will serve as a basis for the future allocation of resources.

Cordially,

A handwritten signature in black ink, appearing to read "Gayle".

Gayle Binion, Chair
Academic Council

Encl: 1
Copy: Academic Council
Senate Directors

Academic Senate Operations
Structure and Resources
July 23, 2003



Introduction

In fall 2002 the Senate Directors met with Academic Assembly Chair Gayle Binion to discuss current issues. The challenge of managing Senate operations with limited and shrinking resources was identified as a continuing and significant problem. Chair Binion invited the Senate Directors to fully assess current operations and prepare a "white paper" on the subject for consideration by the Academic Council.

The Senate Directors present this paper to the Academic Council for consideration. The paper includes a summary of the issues to be addressed and a proposal of broad concepts for the allocation of resources.

In 1998 the Academic Council convened the Senate Task Force on Governance to investigate and report on three major areas of concern: the university-wide Senate organization and operation (panel 1), the nature and health of shared governance (panel 2), and the availability of resources to the Senate to carry out its delegated responsibilities (panel 3). The task force formed three panels of faculty, staff and administrators to investigate each area of concern. The members of panel 3, which included long-time UC Regent Roy Brophy, focused on the organization, operation and resources of the nine divisions and the university-wide Senate.

Panel 3 members invited the Senate Directors to analyze FTE, space, budget, programs and services, and propose a model Senate operation. Following an extensive analysis by the Directors in consultation with the university-wide Senate Chair, it became clear that comparisons across divisions and the model Senate proposal would be problematic. Each division had developed a unique operating structure over time to meet its distinct needs. As a result, the definition of data elements varied widely by division, making it difficult to generalize findings and propose one model that was useful to all divisions.

Further study by panel 3 was later tabled following changes in leadership and staff. Until now, no follow-up review or action has been taken on this important matter.

The Academic Senate and Senate Operations

The Academic Senate is a critical, primary partner in the governance of the University. The Senate adds value to the entire University, working with the administration through faculty service to realize the University's mission of education, research and public service. Faculty participation in shared governance is vital and essential to the overall success and quality of the University.

The Senate operation on each campus is the support mechanism that enables faculty to participate actively in the governance of the University. For the Senate to perform its duties, efficiently and effectively, adequate resources are required to sustain a dedicated Senate

operation. This operation must include sufficient professional staff FTE, classified appropriately and with solid expertise, and sufficient fiscal and other resources (defined below).

Allocation of Resources to Senate Operations

The Senate Directors are proposing concepts for the allocation of resources in support of Senate operations that are flexible and appropriate to each campus. The proposed concepts are presented as a framework to guide the divisions and respective administrations. The Senate Directors are presenting the proposed concepts to the Academic Council for consideration, adoption and implementation at all 10 campuses. With the approval of the Academic Council, the Senate Directors recommend sending these concepts to the Council of Chancellors (via the Academic Council Chair and the President) for review, concurrence and joint implementation.

The concepts take into consideration divisional differences in size, structure, programs and services. Each division may implement the proposed concepts as needed to meet the unique requirements of the division. Some divisions may choose to implement the concepts at a later time, others may choose to only implement some of the concepts. It's most important that each division has discretion to implement the concepts considering its unique organization and relationship to administration.

In the face of the current budgetary downturn it may not be feasible to implement all of the proposed concepts at this time. Still, it is valuable and important to begin to consider how best to implement the concepts over time and as resources become available. *It is perhaps most critical to consider these concepts now as far-reaching permanent fiscal decisions will soon be made that will impact the ability of the Senate to be a full partner in shared governance in the future.*

Proposed Concepts

The Senate Directors propose the following concepts for the allocation of resources in support of Senate operations:

- A. The Senate should have sufficient resources to manage independently its operations, as would a senior administrative office (e.g., office of the chancellor, office of the executive vice chancellor).

Note: The intent is not to replace or duplicate administrative functions, but to have sufficient resources to be an active participant in shared governance. Resources may be leveraged through joint Senate/administration efforts when it is agreeable to both parties.

- B. The Senate should have access to the resources needed to make fully informed decisions and provide timely, sound advice.
- C. All Senate operations, committees and programs should have the ability to be fully supported by staff hired and supervised directly by the Senate office (i.e., fiscal resources for these staff positions should be allocated on a permanent basis to the Senate budget) as determined by the divisional Senate.

- D. Senate operations should be supported by sufficient administrative FTE to support its administrative functions and sufficient analytical FTE to conduct *independent* analyses *when needed*. Staff positions should be classified at the appropriate level so that Senate leaders are provided the same *level* of administrative support and analysis as that provided to senior administrators at each campus.
- E. In addition to staff FTE, Senate operations should be supported by sufficient fiscal resources, office space and equipment, including:
1. Funds for programs, projects and special events, faculty training/leadership retreat and other operational needs as deemed necessary and appropriate by each division.
 2. Dedicated office space and administrative and analytical support for all divisional Chairs.
 3. Dedicated office space for staff, and meeting space (e.g., dedicated access, regular cleaning and refurbishing) sufficient to conduct meetings of the division, standing committees and other official Senate functions.
 4. Furniture and office equipment appropriate to conduct the business of each division.
 5. Computing equipment and ongoing information technology/programming support (e.g., hardware, software, database development, online resource development).
 6. On-campus storage facilities or a permanent budgetary appropriation to fund off-site storage of essential, historical Senate records, and an archiving system, including the ability to implement and maintain an electronic archiving system.
- F. Upon request by the Division, the Senate operation should be its own budgetary control unit, with a direct reporting line to the chancellor (or her or his designee) on budgetary matters.

Note: The process by which resources are requested, negotiated and obtained will vary by division.