



320 STEPHENS HALL
UNIVERSITY OF CALIFORNIA

September 8, 2009

PROFESSOR CHRISTOPHER KUTZ
Chair, Berkeley Division of the Academic Senate

Re: Final Report of the Task Force on Senate Organization and Effectiveness

Dear Chris,

The Task Force on Senate Organization and Effectiveness completed its work, and I am pleased to forward our final report. The task force was faced with a daunting assignment, particularly as news of the University's unprecedented budget crisis and ensuing layoffs and furloughs emerged. The Senate office has not been spared. The office has lost one staff FTE, which means that five Senate committees will not be staffed this year. If additional budget cuts occur in the next fiscal year, additional staff FTE would likely be lost.

The Senate office currently staffs 31 committees with 12 staff FTE. While some of the recommendations are likely to be unpopular, task force members believe that the Berkeley Division of the Academic Senate must make difficult decisions to streamline its committee structure and operations.

On behalf of task force members, I would like to express my appreciation for the opportunity to address these important matters. I am available to answer any questions you may have about this report. I will also attend the Divisional Council meeting at which this report is presented.

Sincerely,

Mary Firestone
Chair, Berkeley Division of the Academic Senate

cc: Professor Alice Agogino
Executive Director Andrea Green Rush
Professor Ronald Gronsky
Professor Robert Knapp
Associate Director Linda Song

Task Force on Senate Organization and Effectiveness
Final Report
September 8, 2009

INTRODUCTION

The Task Force on Senate Organization and Effectiveness was convened in February 2009 at the request of the Divisional Council (DIVCO). The task force was asked to recommend ways to streamline Academic Senate committee operations that would increase the Senate's effectiveness, use faculty time more efficiently in light of increasing workload, and improve the Senate's ability to provide the administration with timely and sound advice.

The task force was asked to examine the following issues. A copy of the charge is included as Appendix A.

- 1) Assess whether the Berkeley Division of the Academic Senate portfolio of responsibilities and functions is appropriate and consistent with its legal charter and the distinctive Berkeley traditions of self-governance.
- 2) Assess the number of committees, their domains, and the demands that membership places on individual faculty. Evaluate whether there are particular committee tasks where faculty deliberation, analysis, or other work product provides little added value to the university. Identify committees that could be combined or eliminated.
- 3) Assess Senate effectiveness in advising the Administration. Are there ways in which its effectiveness could be increased? How effective is the Senate in representing the full range of Berkeley faculty? How effective is the Senate in communicating the value of its work to the faculty, and how might this be increased?
- 4) Consider whether there is a potentially useful role for the immediate past chair.
- 5) Review staffing needs for each committee, and assess whether there are staffing economies that might be achieved through some reorganization. Consider the role of staff in the performance of Senate committees.
- 6) Propose legislation and/or amendments as needed to implement recommendations.

Professor Mary Firestone, Chair of the Berkeley Division, chaired the task force. Other members were Professor Alice Agogino, 2005-06 Division Chair and current member of the Committee on Rules and Elections, Andrea Green Rush, Executive Director of the Berkeley Division, Professor Ronald Gronsky, 2003-04 Division Chair and current member of the Committee on Privilege and Tenure, and Professor Robert Knapp, 2004-05 Division Chair and current member of the Committee on Educational Policy. Linda Song, Associate Director, provided staff support.

Concomitant with the task force's formation and deliberation was a national economic downturn of historic proportions. The subsequent fiscal crisis for the state of California and the University of California is unprecedented. As of July 2009, UC faces a funding shortfall of more than \$800

million and UC Berkeley had a budget gap of \$145 million for 2009-10. For the Academic Senate, this has meant the unavoidable loss of at least one staff FTE (i.e., the “front desk” position is currently empty and will not be filled permanently in 2009-10; this position staffs five committees) and could lead to more layoffs in the future. UC will also implement furloughs, further limiting staff resources. Consideration of staffing needs thus became of paramount importance for the task force. In addition to thinking about how to use faculty time more efficiently and help the Senate advise the administration more effectively, the task force was forced to think critically about how to streamline the committee structure and operations so that the Academic Senate can operate with fewer staff.

ACTIVITIES UNDERTAKEN

In fulfilling its duties, the task force met nine times during the spring semester and summer.

Task force members reviewed the self-studies completed by Berkeley Division committees in 2003, as well as committees’ bylaws, and annual reports for 2006-07 and 2007-08. Task force members grouped committees according to similar charges (e.g., faculty affairs, undergraduate education). Each member took a cluster of committees, reviewed the attendant materials in detail, and made recommendations regarding structure and operations for those committees to the task force. Task force members then considered these recommendations all together.

To supplement these materials with more recent and complementary information, the task force developed and conducted a survey of 2007-08 and 2008-09 committee chairs with the help of Professor Merrill Shanks of the Department of Political Science and the Computer-assisted Methods Survey program. The task force developed 12 questions and asked the current and previous year’s chairs to respond. Thirty-nine out of 49 faculty, representing 50 committees, responded, which is a 78% response rate. A copy of the survey questions is included as Appendix B.

A roundtable discussion was also held with Senate staff to gather their feedback on committee structure and operations, thereby ensuring that all perspectives were taken into account. Staff were asked questions similar to those posed in the committee chair survey.

KEY FINDINGS AND CONSIDERATIONS

Giving careful thought to its charge to streamline Senate operations in light of UC’s budget crisis, task force members focused on how the Academic Senate could best fulfill its core mission of supporting teaching, research, and faculty affairs with fewer staff FTE and overextended faculty. Their plan was to consolidate committees where possible and shift staffing of committees to the administration where sensible.

Thirty-one Academic Senate committees have some form of staff support. Minimally, staff will schedule meeting times and places. Thirty Senate committees are fully staffed, which means that in addition to scheduling meetings, staff will prepare and distribute agenda packets, track items to their timely conclusion, write minutes, draft correspondence and reports while adhering to deadlines for comment, and maintain electronic and paper filing systems.

Some committees require additional analytical staff support, which entails responsibilities like advising committee members on Division and Systemwide bylaws, regulations, policies, and

procedures, researching precedent and historical background on specific issues, fielding questions and requests from offices across campus, and managing complex databases like the one for course approval. Given the volume of issues committees are requested to comment on (or courses to approve or academic personnel cases to consider), this support is crucial to the successful and smooth functioning of the Academic Senate.

Keeping in mind an overextended faculty and reduced Senate staff, task force members focused on committees with overlapping charges to eliminate redundancy and concentrate similar issues within one committee. In these cases, one committee would be combined with another committee. For example, the Committee on Student Affairs (STA) and the Committee on Student Diversity and Academic Development (SDAD) both focus on student academic development and welfare issues. The Academic Senate provides staffing for both committees and the total faculty membership is 14. Combining these committees under the aegis of student academic development and welfare would allow the Senate to consider the student experience altogether while reducing the demands for faculty volunteers and staff.

In some cases, task force members opted to recommend folding one committee into another one. The re-organized committee would have members with an assigned area (based on interest and expertise) who would monitor issues and report back to the committee as needed. For example, the Committee on Academic Planning and Resource Allocation (CAPRA) would be comprised of faculty with expertise and interest in one of the following areas (there would be two members for each area): computing and communication matters (thereby replacing the Committee on Computing and Communications [COMP]), UC Berkeley Library issues (thereby replacing the Committee on the Library [LIBR]), campus budget, academic planning and facilities, and disaster-preparedness. These members would be charged with monitoring issues in their assigned area (this includes attending relevant meetings with administrators) and reporting back to CAPRA. CAPRA would continue have a transportation and parking representative, as well as a chair and a vice chair for a total number of 13 members. It would be removed from the academic program review process so that members could focus on their area of expertise.

There are two main benefits to eliminating LIBR but adding two faculty focused on Library issues to CAPRA. First, LIBR is currently staffed as a stand-alone committee. Folding it into CAPRA would reduce demands for staff support. In addition, strategically positioning the faculty charged with Library concerns would enhance the impact of faculty input. A preliminary conversation with University Librarian Thomas Leonard indicated that it might be possible to appoint the two members of CAPRA who are assigned Library issues to a committee that functions like a “cabinet” for the University Library and meets a couple of times each semester. The University Librarian also noted that it would be helpful to have one or two designated faculty serve as regular consultants to him on Library issues. The Library-focused CAPRA members would also fill that role. Such a reconfiguration would allow faculty to participate in meetings where significant decisions are made rather than attend meetings at which they are more likely to receive information and be asked for comments after issues have been discussed within the University Library. These two faculty members would report back to CAPRA, which in turn would discuss issues raised. The chair of CAPRA would then report to DIVCO as needed on Library matters.

The two faculty appointed to CAPRA as computing experts would be the Academic Senate representatives to the Campus Technology Council (CTC), which “identifies and prioritizes campuswide information technology needs and opportunities” according to its mission statement. It is chaired by the Associate Vice Chancellor For Information Technology and Chief Information Officer. Faculty with the appropriate expertise would be “plugged in” to a committee that makes key strategic decisions regarding computing on campus and able to assert a stronger faculty voice in this matter. COMP would also no longer need to be staffed as a stand-alone committee.

Another example of how one committee could be folded into another without sacrificing Senate input is that of the Committee on Academic Freedom (ACFR). Two of the elected members of the Divisional Council (DIVCO) would be assigned to academic freedom issues. They would be responsible for monitoring and bringing such issues to DIVCO’s attention when appropriate, similar to the assignments for CAPRA members. An advantage of this organization is that an issue could now be brought directly to DIVCO’s attention, whereas ACFR must currently petition DIVCO to address an academic freedom issue. Two of the other elected DIVCO members would become Senate representatives on the campus’s budget advisory committee (aka the Gimlet Group) and two would represent the Senate on the University Athletics Board as at-large members. It is worth noting that ACFR is supposed to be staffed by the front desk position, which will be unfilled during 2009-10, so this restructuring would ease staffing demands.

Task force members were keenly aware of the proposed reduction in the number of committees and the potential impact on the Senate’s ability to respond to timely and major issues. Members suggested ad hoc task forces as an optimal means by which the Senate could respond quickly to an important issue while ensuring that the appropriate committees are consulted. Ad hoc task forces would complement a streamlined Senate committee structure by calling upon faculty who have expertise in a specific issue to guide Senate response without asking these faculty to serve on a committee for the full academic year. Any issues that require follow-up after a task force is disbanded could be delegated to Senate committees as needed. The Task Force on University–Industry Partnerships is an excellent example.

Task force members also identified committees that could be supported by the administration without adversely affecting Senate authority. Academic Senate members would continue to serve on these committees, but the committees themselves would be under the administration’s purview. The Committee on Committees (COMS) would provide a list of nominations from which the administration would select members, as it does with current administrative committees with Senate members. The Committees on Prizes and on Undergraduate Scholarships and Honors were identified as two such committees. While these committees provide an important service to the campus, the administration supplies the funding for the awards and prizes granted, as well as the staff support. It was thus unclear to task force members why these committees should be under the Academic Senate’s authority, and it made sense to shift them to the administration.

Faculty Ombudspersons (OMB) was also identified as a committee that could be shifted to the administration. While this committee indisputably serves a critical service to the faculty, task force members believe that a faculty person who has been trained in this capacity best provides this service. Talks have begun between the Academic Senate and the administration to hire and

train a faculty person (either active or emeritus) as an ombudsperson on a part-time basis. The administration has indicated a willingness to provide resources for this hire, which the task force endorses. If this should happen, OMB should be disbanded.

RECOMMENDATIONS

Recommendation 1: Proposed Restructuring of Senate Committees

Following the rationale outlined earlier, the task force recommends the following changes to Senate committee organization. Appendix C contains a complete list of committee names and acronyms.

Academic Freedom (ACFR): Fold it into DIVCO and assign academic freedom issues to two elected members. This would reduce staffing needs since ACFR is currently staffed as a stand-alone committee.

Academic Planning and Resource Allocation (CAPRA): Fold COMP and LIBR into CAPRA and assign two members to each of the following areas: computing, Library, campus budget, academic planning and facilities, and disaster preparedness. Speak with the University Librarian about appointing two members of CAPRA who are assigned Library issues to the Library's "cabinet" and can serve as routine consultants on Library issues. Have two members who are assigned computing issues to the Campus Technology Council. One member would continue to be dedicated to transportation and parking, and there would continue to be a chair and vice chair. CAPRA would be removed from the academic program review process.

Admissions, Enrollment, and Preparatory Education (AEPE): Make the chair an *ex officio* member of DIVCO. The chair is currently an invited guest.

Breadth Requirement in American Cultures (AM CULT): Reduce membership to four faculty, and fold it into COCI as a subcommittee. This would eliminate redundant staff effort between AM CULT and COCI in terms of approving courses and student petitions. AM CULT's work would now be aligned with COCI, which has the authority to approve or deny AM CULT's recommendations, instead of CEP, which does not review AM CULT's recommendations. This would reduce staffing needs since AM CULT is currently staffed as a stand-alone committee.

Assembly Representation (AREP): No change.

Budget and Interdepartmental Relations (BIR): Task force members do not recommend a change to the charge or structure of BIR, but they believe the opacity of the committee name generally puzzles many faculty on campus. They thought it best to change to a more transparent name. Members thus recommend that BIR propose to DIVCO a name that would at once accurately and clearly convey to faculty what BIR is and does.

Committees (COMS): No change.

Computing and Communications (COMP): Fold it into CAPRA. See description above. This would reduce staffing needs since COMP is currently staffed as a stand-alone committee.

Courses of Instruction (COCI): Make the chair an *ex officio* member of DIVCO. The chair is currently an invited guest. Make AM CULT a subcommittee. See description above

Divisional Council (DIVCO): Make the chairs of AEPE and COCI *ex officio* members rather than invited guests. Assign two elected members to each of the following areas: academic freedom, budget advisory group (aka the Gimlet Group), and the University Athletics Board.

Educational Policy (CEP): Remove the AM CULT chair as an *ex officio* member and make AM CULT a subcommittee of COCI. Fold IE and UEXT into CEP. Two members each would be assigned to international education and University Extension issues. This would reduce staffing needs since IE and UEXT are currently staffed as stand-alone committees.

Faculty Awards (FA): Combine with FRL, either as a new committee or assign a subset of FA members to select faculty research lecturers. The two committees can decide the structure they prefer. This would reduce staffing needs since FA and FRL are currently staffed as stand-alone committees.

Faculty Research Lectures (FRL): Combine with FA, either as a new committee or assign a subset of FA members to select faculty research lecturers. The two committees can decide the structure they prefer. This would reduce staffing needs since FA and FRL are currently staffed as stand-alone committees.

Faculty Welfare (FWEL): Fold CMR and UER into FWEL. Two members would be assigned to Memorial Resolutions and two would be assigned to emeriti issues. This would reduce staffing needs since CMR and UER are currently staffed as stand-alone committees, although there would be some increased staff support for FWEL to assist with Memorial Resolutions.

Graduate Council (GC): No change.

International Education (IE): Fold it into CEP. See description above. This would reduce staffing needs since IE is currently staffed as a stand-alone committee.

Library (LIBR): Fold it into CAPRA. See description above. This would reduce staffing needs since LIBR is currently staffed as a stand-alone committee.

Memorial Resolutions (CMR): Fold it into FWEL. See description above. This would reduce staffing needs since CMR is currently staffed as a stand-alone committee.

Ombudspersons, Faculty (OMB): Work with the administration to hire a part-time faculty person who will be trained to handle this responsibility in lieu of faculty volunteers.

Panel of Counselors (POC): Appoint two to four members. Currently four to seven members are appointed.

Privilege and Tenure (P&T): No change.

Prizes (PRIZ): Shift responsibility for this committee to the administration.

Research (COR): No change.

Rules and Elections (R&E): No change.

Status of Women and Ethnic Minorities (SWEM): No change.

Student Affairs (STA): Combine it with SDAD to create a new committee focused on student academic development and welfare issues. The chair of this new committee would serve as the Faculty Representative to the ASUC. This would reduce staffing needs since STA is currently staffed as a stand-alone committee.

Student Diversity and Academic Development (SDAD): Combine it with STA to create a new committee focused on student academic development and welfare issues. The chair of this new committee would serve as the Faculty Representative to the ASUC. This would reduce staffing needs since SDAD is currently staffed as a stand-alone committee.

Teaching (COT): No change.

Undergraduate Scholarships and Honors (CUSH): Shift responsibility for this committee to the administration.

University-Emeriti Relations (UER): Fold it into FWEL. See description above. This would reduce staffing needs since UER is currently staffed as a stand-alone committee.

University Extension (UEXT): Fold it into CEP. See description above. This would reduce staffing needs since UEXT is currently staffed as a stand-alone committee.

Total number of committees before restructuring = 31

Total number of committees after restructuring = 18

See Appendix D for a chart that summarizes the proposed reorganization of Academic Senate committees. See Appendix E for a table of percentage of staff FTE required for committee support before and after the proposed reorganization and brief descriptions of staffing requirements for committees.

Recommendation 2: Increased Role of Task Forces

In light of the proposed streamlined Senate committee structure, the Senate should rely upon ad hoc task forces to complement the work of committees and to provide a more agile and focused response. See “Key Findings and Considerations” (above).

Recommendation 3: Senate Credit for Senate-related Service

The Budget Committee and Committee on Committees (COMS) should implement procedures to ensure that Senate members who serve on Senate-initiated task forces or on administrative committees with Senate representation nominated by COMS (e.g., CUSH, PRIZ) receive full credit for Senate service.

Recommendation 4: Role of Previous Division Chair

The previous Division chair should be available as an alternate Assembly representative should the need arise and as an informal consultant to the current Division chair and leadership.

Recommendation 5: Redundant Senate Committee Representation on Administrative Committees

It came to task force members' attention that there are several administrative committees with representatives from multiple Senate committees. Task force members believe that the following committees can be served by a representative from one or two Senate committees at most.

- Space Assignments and Capital Improvements (SACI) only needs one of the planning and facilities members from CAPRA and the vice chair to sit on it rather than the current group of committee representatives (i.e., CAPRA, CEP, GC, vice chair) and an at-large Senate member.
- Undergraduate Admissions Coordination Board (aka the Coord Board) has multiple Senate committee representatives. Task force members recommend that one AEPE representative sit on the Coordination Board, rather than two, and that either the Division chair or vice chair sit on the Board, rather than both of them. The Division chair and vice chair can decide which of them should sit on the Board.

Recommendation 6: Student Appointments

One survey respondent noted, "The amount of time spent trying to get the student appointees seems unreasonable. Perhaps if ASUC and Grad Assembly don't meet the deadlines and required documentation, there should simply not be student members on the affected committees." Task force members endorsed this suggestion and propose that clear deadlines be established by which the ASUC and Graduate Assembly must submit student nominations. If either the ASUC or Graduate Assembly fail to meet the deadline, then any unfilled student memberships should be left empty, unless a vacancy occurs.

Recommendation 7: Revising Berkeley Division Bylaws

The task force determined that it would be best for the Committee on Rules and Elections (R&E) to recommend bylaw amendments after the task force's recommendations have been accepted. R&E should be given this task by early November if they are expected to have proposed revisions that can be reviewed and approved at the Spring Division meeting.

APPENDICES

- A. Task Force Charge and Membership
- B. Questions for Survey of Committee Chairs during 2008-09 and 2007-08
- C. List of Committee Names and Acronyms
- D. Proposed Committee Reorganization
- E. Percentage of Staff FTE Dedicated to Committee Support Before and After Proposed Restructuring and Brief Descriptions of Staffing Requirements for Committees

Appendix A: Task Force Charge and Membership

Task Force on Senate Organization and Function

As the University of California, Berkeley enters a period of increasing budgetary constraint and decreasing faculty and staff FTE, it is critically important that we maximize the efficiency and effectiveness of the Academic Senate. In response to these needs we empanel a Blue Ribbon Committee on Senate Organization and Function. This committee will be comprised of individuals with extensive knowledge of the structure and workings of the senate.

The charge to this Committee on Senate Organization and Function includes:

- 1) Assess whether the Berkeley Academic Senate portfolio of responsibilities and functions is appropriate and consistent with its legal charter and the distinctive Berkeley traditions of self-governance.
- 2) Assess the number of committees, their domains, and the demands that membership places on individual faculty. Evaluate whether there are particular committee tasks where faculty deliberation, analysis, or other work product provides little added value to the university. Identify committees that could be combined or eliminated.
- 3) Assess Senate effectiveness in advising the Administration. Are there ways in which its effectiveness could be increased? How effective is the Senate in representing the full range of Berkeley faculty? How effective is the Senate in communicating the value of its work to the faculty, and how might this be increased?
- 4) Consider whether there is a potentially useful role for the immediate past chair.
- 5) Review staffing needs for each committee, and assess whether there are staffing economies that might be achieved through some reorganization. Consider the role of staff in the performance of Senate committees.
- 6) Propose legislation and/or amendments as needed to implement recommendations.

Task Force Membership

Professor Mary Firestone, 2008-09 Chair of Berkeley Division of the Academic Senate (chair)

Professor Alice Agogino, 2005-06 Division Chair

Andrea Green Rush, Executive Director of the Berkeley Division

Professor Ronald Gronsby, 2003-04 Division Chair

Professor Robert Knapp, 2004-05 Division Chair

Linda Song, Associate Director of the Berkeley Division (staff)

Appendix B: Committee Chair Survey Questions

1a. Do your committee members understand the charge and work of the committee?

IF NO: Please explain.

1b. Is the time spent in meetings productive?

1c. Please provide examples of recent committee actions.

2. Does your committee have responsibilities that by bylaw or practice overlap or duplicate those of other committees?

IF YES: Please explain.

3. Are there any committees (not necessarily your own) that could be eliminated or combined with other committees?

IF YES: Please specify.

4a. Is your committee's membership sufficient to handle the workload?

4b. Is your committee's membership sufficient to represent the intellectual and demographic diversity relevant to your committee's charge?

4c. How many additional members would be necessary?

4d. Are there particular fields that would be especially valuable?

IF YES: Please specify.

4e. Do you feel that your committee is too large?

IF YES: Please specify approximate size.

5. Would you characterize any ancillary committee demands associated with your committee (i.e., serving on corresponding administrative committees) as reasonable or excessive?

IF EXCESSIVE: In what way?

6. Does your committee have adequate administrative, research or analytical support?

IF NO: What additional support does the committee need to work effectively?

7. Are there staff tasks that can be streamlined, made more efficient, or eliminated?

IF YES: Please explain.

8. How effective is your committee in carrying out its responsibilities? Please indicate the criteria relevant to evaluating your committee's success.
- 9a. How effective is your systemwide participation? [This question was only asked of chairs who served on systemwide committees.]
- 9b. Do you think there are ways to reduce faculty commitments at the systemwide level without compromising the ideal of faculty governance? [This question was only asked of chairs who served on systemwide committees.]
10. Do your committee's memoranda or other communications to the Chair or to DIVCO receive an adequate hearing and response?

IF NO: Please specify some examples and problems.

11. Within the scope of your committee's charge (or your general Senate experience), are there important areas in which we could improve our effectiveness by restructuring or taking a different approach?

IF YES: Please specify some examples.

12. Are there issues within the Senate's charge that receive too much time or attention?

IF YES: Please describe (and feel free to comment on the work of other committees).

Thank you for your help in completing this survey. If you have anything to add or any comments, please record them here.

Appendix C: Academic Senate Committee Acronyms

Committee	Acronym
Academic Freedom	ACFR
Academic Planning & Resource Allocation	CAPRA
Admissions, Enrollment & Preparatory Education	AEPE
American Cultures Breadth Requirement	AM CULT
Assembly Representation	AREP
Budget & Interdepartmental Relations	BIR
Committee on Committees	COMS
Computing & Communications	COMP
Courses of Instruction	COCI
Divisional Council	DIVCO
Educational Policy	CEP
Faculty Awards	FA
Faculty Research Lecture	FRL
Faculty Welfare	FWEL
Graduate Council	GC
International Education	IE
Library	LIBR
Memorial Resolutions	CMR
Ombudspersons, Faculty	OMB
Panel of Counselors	POC
Privilege & Tenure	P&T
Prizes	PRIZ
Research	COR
Rules and Elections	R&E
Status of Women & Ethnic Minorities	SWEM
Student Affairs	STA
Student Diversity & Academic Development	SDAD
Teaching	COT
Undergraduate Scholarship & Honors	CUSH
University Emeriti Relations	UER
University Extension	UEXT

Appendix D: Proposed Committee Reorganization

Existing		Proposed	
Academic Freedom	ACFR	< to DIVCO >	
Academic Planning & Resource Allocation	CAPRA	Academic Planning & Resource Allocation	CAPRA (COMP+LIBR)
Admissions, Enrollment, & Preparatory Education	AEPE	Admissions, Enrollment, & Preparatory Education	AEPE
American Cultures Breadth Requirement	AMCULT	< to COCI >	
Assembly Representation	AREP	Assembly Representation	AREP
Budget and Interdepartmental Relations	BIR	change name of committee	name TBD
Committee on Committees	COMS	Committee on Committees	COMS
Computing and Communications	COMP	< to CAPRA >	
Courses of Instruction	COCI	Courses of Instruction	COCI (AMCULT)
Divisional Council	DIVCO	Divisional Council	DIVCO (ACFR)
Educational Policy	CEP	Educational Policy	CEP (IE+UEXT)
Faculty Awards	FA	Faculty Awards	FA (FRL)
Faculty Research Lecture	FRL	< to FA >	
Faculty Welfare	FWEL	Faculty Welfare	FWEL (CMR+UER)
Graduate Council	GC	Graduate Council	GC
International Education	IE	< to CEP >	
Library	LIBR	< to CAPRA >	
Memorial Resolutions	CMR	< to FWEL >	
Ombudsperson(s), Faculty	OMB	< to administration >	
Panel of Counselors	POC	Panel of Counselors	POC
Privilege & Tenure	P&T	Privilege & Tenure	P&T
Prizes	PRIZ	< to administration >	
Research	COR	Research	COR
Rules & Elections	R&E	Rules & Elections	R&E
Status of Women & Ethnic Minorities	SWEM	Status of Women & Ethnic Minorities	SWEM
Student Affairs	STA	Student Affairs	STA (SDAD)
Student Diversity & Academic Development	SDAD	< to STA >	
Teaching	COT	Teaching	COT
Undergraduate Scholarship & Honors	CUSH	< to administration >	
University Emeriti Relations	UER	< to FWEL >	
University Extension	UEXT	< to CEP >	

Appendix E: Percentage of Staff FTE Dedicated to Committee Support Before (i.e., Now) and After Proposed Restructuring and Staffing Requirements for Committees

Committee	Percentage of Staff FTE – Before/Now	Percentage of Staff FTE – After ¹
Academic Freedom	2.5%	0%
Academic Planning & Resource Allocation	15%	no change
Admissions, Enrollment & Preparatory Education	20%	no change
American Cultures Breadth Requirement	15%	0%
Assembly Representation	2.5%	no change
Budget & Interdepartmental Relations	4 staff FTE	no change♣
Committee on Committees	70%	no change♣
Computing & Communications	5%	0%
Courses of Instruction	75 % + 45% (between 2 staff)	no change♣
Divisional Council	25% + 15% (between 2 staff)	no change
Educational Policy	30%	no change
Faculty Awards	8%	no change
Faculty Research Lecture	2%	no change
Faculty Welfare	10%	20%
Graduate Council	15%	no change
International Education	10%	0%
Library	10%	0%
Memorial Resolutions	15%	0%
Ombudspersons, Faculty	see P&T	0% ²
Panel of Counselors	see P&T	no change
Privilege & Tenure	20% ³	no change
Prizes	*	0%**
Research	50%	no change♣
Rules and Elections	20%	no change
Status of Women & Ethnic Minorities	10%	no change
Student Affairs	10%	10%
Student Diversity & Academic Development	10%	0%
Teaching	50%	no change
Undergraduate Scholarship & Honors	*	0%**
University-Emeriti Relations	10%	0%
University Extension	2.5%	0%

¹ These percentages are based on estimates.

² Administration would provide for a part-time faculty appointment.

³ Includes Ombudspersons and Panel of Counselors.

♣ The Senate plans to reduce percentage of effort by streamlining procedures and using technology (e.g., online course approval system).

* Percentage of effort is unknown since staffing is provided by the administration.

** Committee would shift to the administration.

Staffing Requirements for Specific Committees

Note: descriptions for each committee provided by staff to that committee.

Academic Freedom: This committee requires scheduling each semester; they do not have standing meeting dates. Scheduling is a very difficult process done this way. They meet once a month, but cancel meetings when there are no issues on which they need to focus. Some years are very busy; some are not. The staff member schedules and attends the meetings, takes notes, writes minutes, drafts an annual report, and depending on the issues may be asked to do research on the topic.

Academic Planning and Resource Allocation: Schedule meetings; prepare agendas and supporting material; draft minutes and memoranda; advise chair and committee members; track issues, research and recommend responses; and propose changes in policies and procedures.

Admissions, Enrollment, and Preparatory Education: Provide analytical and administrative support; apply working knowledge of Systemwide and division bylaws, and University policies and procedures; advise committee chair and members; research and summarize issues and requests before the committee; guide and track issues and requests through the committee; schedule meetings; prepare agenda packets; write minutes; implement committee decisions, coordinating with affected campus departments and units; draft correspondences and reports; research and respond to inquiries; keep abreast of current issues related to admissions and outreach; and maintain committee records.

American Cultures: Staffing the American Cultures Subcommittee entails various duties involving the review process for American Cultures courses and student petitions. Administrative duties include writing minutes, scheduling meetings, preparing agenda packets, drafting correspondence, and tracking agenda items to completion. The staff advises the subcommittee on proper procedures and regulations with regards to the American Cultures Breadth Requirement. The staff ensures that each course or petition submission includes all the materials necessary for subcommittee review, and also handles inquiries from students, instructors, and staff regarding the review process.

Assembly Representation: Coordinate Berkeley's representation for Academic Assembly meetings by scheduling the briefings; monitoring Berkeley's AREP roster and assist with filling vacancies; compiling background materials, and arranging for local teleconferencing site.

Budget and Interdepartmental Relations: 4 staff FTE are responsible for the following. Responsibilities of one staff member.

- **Academic-personnel policy:** Staff helps develop the content of, and work to ensure the consistent application of, academic-personnel policy as it pertains to the cases that are under the BIR's purview. To that end, staff meets monthly with the Vice Provost of Academic Affairs and Faculty Welfare (VP AAFW), the BIR Chair, and the Academic Personnel Office (APO) Director to discuss and consider any policy that is under consideration, and to reach consensus on policy drafts before they are forwarded to the Council of Deans. Staff also consults extensively with the BIR Chair in drafting new-policy proposals; preparing responses to relevant correspondence from the VP AAFW; and applying relevant policy, precedent, and practice to academic-personnel actions.
- **Minutes and memos:** Staff edits "minutes" produced by the Committee and utilizes independent judgment in identifying relevant policy issues and in suggesting possible

alternative courses of action to the Committee Chair. Staff also edits, as noted above, policy- and FTE-related memos drafted by the Committee.

- Faculty FTE analysis: Staff coordinates each year's FTE effort, meeting with staff members from the VP AAFW's office and from the Campus Budget Office (CBO), as well as the BIR staff, to establish deadlines for each year's review and discuss possible improvements to the process utilized the year prior. Staff also reviews the content of the materials presented to the BIR by the CBO in order to determine the most efficient process for creating BIR-specific "Form and Footnote Pages," which provide an authoritative record of numbers of incumbents, floats and liens, ongoing searches, and documented separations. Staff acts as a key liaison between the CBO and BIR reviewers in preparation for FTE authorization and review, and staff edits, fact-checks, and proofreads more than half of the Committee's FTE narratives. Staff is currently in discussion with the VP AAFW, the BIR Chair, and the APO Director regarding fundamental changes to the current form of information disseminated by the CBO, and to the process in general.
- Data analysis: Staff uses the Berkeley Reporting Portal to select and export HCM data originally entered into the Review Path and the Budget Case Tracking System (BCT)—and to effectively analyze that exported information—in order to create reports that indicate trends in BIR workflow, workload, and efficiency.
- Miscellaneous: 1) Academic-personnel case set-up: Staff sets up cases, when necessary, by analyzing the case materials and consulting with APO to clarify or resolve any issues that arise, and by using HCM to log-in cases in BCT. Staff identifies cases to be treated as special "consent calendar" items, and staff identifies for BIR reviewers potential problems in the submitted case materials. 2) Agenda preparation: Staff also acts as back-up on agenda preparation, using HCM/BCT to update and add cases to the BIR's meeting agenda. Staff confers with the Chair to ensure that all of the cases s/he wishes to have on the agenda have been added, and track and distribute the cases that are scheduled to be reviewed at a particular meeting.

Responsibilities of a second staff member.

- BIR minutes and memos: Staff edits the majority of the "minutes" produced by the Committee, utilizing independent / semi-independent judgment regarding case priority and relevant policy issues. Staff also maintains a case-status log and edits policy- and FTE-related memos drafted by the Committee.
- Academic personnel case setup: Staff analyzes the case materials, and consults with the Academic Personnel Office to clarify or resolve any issues that arise, and she uses HCM to setup cases in the Budget Case Tracking system. She identifies cases to be treated as special "consent calendar" items, and she identifies for BIR reviewers potential problems in the submitted case materials.
- Faculty FTE analysis: Staff prepares Form and Footnote pages that provide an authoritative record of numbers of incumbents, floats and liens, ongoing searches, and documented separations. Staff acts as a key liaison between the Campus Budget Office and BIR reviewers in preparation for FTE authorization and review; edits, fact-checks, and proofreads the Committee's FTE narratives; and drafts minutes of meetings between the BIR and Administration regarding FTE allocations.
- Data analysis: Staff uses data derived from the Berkeley Reporting Portal to compile and analyze BIR workload data for member area assignments and the annual report.
- Production of bi-weekly agenda for BIR meetings: Every other week, or more frequently, when needed, staff uses a BIR-specific tool within HCM to update and add cases to the BIR's meeting agenda. Staff confers with the Chair to ensure that all of the cases s/he wishes

to have on the agenda have been added, and tracks and distributes the cases that are scheduled to be reviewed at a particular meetings.

Responsibilities of a third staff member.

- Academic personnel case setup: Staff analyzes the case materials, and consults with the Academic Personnel Office to clarify or resolve any issues that arise and uses HCM to setup cases in the Budget Case Tracking system. Staff identifies cases to be treated as special “consent calendar” items and identifies for BIR reviewers potential problems in the submitted case materials.
- BIR minutes: Staff semi-independently prioritizes and proofreads minutes and finalizes “consent calendar” cases.
- FTE analysis: Staff prepares Form and Footnote pages that provide an authoritative record of numbers of incumbents, floats and liens, ongoing searches, and documented separations. Staff acts as a key liaison between the Campus Budget Office and BIR reviewers in preparation for FTE authorization and review; edits, fact-checks, and proofreads the Committee’s FTE narratives; and drafts minutes of meetings between the BIR and Administration regarding FTE allocations.
- Production of bi-weekly agenda for BIR meetings: Every other week, or more frequently, when needed, staff uses a BIR-specific tool within HCM to update and add cases to the BIR’s meeting agenda. Staff confers with the Chair to ensure that all of the cases s/he wishes to have on the agenda have been added, and tracks and distributes the cases that are scheduled to be reviewed at a particular meetings.

Responsibilities of a fourth staff member.

- Academic personnel case setup: Staff analyzes case materials, and consults with the Academic Personnel Office to clarify or resolve any issues that arise and uses HCM to setup cases in the Budget Case Tracking system. Staff identifies cases to be treated as special “consent calendar” items and identifies for BIR reviewers potential problems in the submitted case materials.
- BIR minutes & memos: Staff proofreads and semi-independently prioritizes minutes and memos; and edits, finalizes, transfers “streamlined” cases.
- FTE analysis: Staff prepares Form and Footnote pages that provide an authoritative record of numbers of incumbents, floats and liens, ongoing searches, and documented separations. Staff acts as a key liaison between the Campus Budget Office and BIR reviewers in preparation for FTE authorization and review and edits, fact-checks, and proofreads the Committee’s FTE narratives. Staff also drafts minutes of meetings between the BIR and Administration regarding FTE allocations.
- Special Projects: Staff maintains the Budget Committee Chair’s calendar in CalAgenda and very occasionally edits minutes and memos, when needed. Staff creates new filing/organizational systems and tracks the publications that arrive from APO.

Committee on Committees: Provide analytical and administrative support; apply working knowledge of Systemwide and division bylaws, and University policies and procedures; advise committee chair and members; research and summarize issues and requests before the committee; guide and track issues and requests through the committee; develop and maintain Senate service record keeping system; manage Senate service database; schedule meetings; prepare agenda packets; write minutes; implement committee decisions, coordinating with affected campus departments and units; draft correspondences and reports; research and respond to inquiries; and maintain committee records.

Computing and Communications: Schedule meetings; prepare agendas and supporting material; draft minutes and memoranda; advise chair and committee members; track issues, research and recommend responses; and propose changes in policies and procedures.

Courses of Instruction: Schedules meetings (approximately every two weeks), drafts agenda, prepares agenda packets, invites any guests, attends full committee meetings, takes notes, writes minutes, writes correspondence if committee comments are requested, and writes annual report. Reviews courses, follows up with Office of the Registrar and departments, tracks courses. Schedules course review meetings for three subcommittees that are held before each full committee meeting. Meets with subcommittees, and follows up with departments, tracks courses and follows through (send reminders, etc.). Reviews University Extension instructor requests. Reviews and logs student-facilitated course proposals, follows up with students and departments, tracks and follows through. Prepares course report and University Extension instructor list for full committee meeting. Makes corrections in COURSE (course database) after each meeting, approves courses, notifies departments. Marks University Extension requests for approval and returns them to Extension. Sends pruning reports to departments once each year. Student-facilitated courses scheduled vs. submitted are compared and departments notified of discrepancy. Other announcements to departments drafted and sent out as needed. Updates to COCI Handbook, course approval form, as needed. Prepares and presents COCI Workshop once per year. Every two years, Catalog updates require contacting departments, collecting responses, making changes in COURSE. Staffing the Variances Subcommittee involves closely advising the members on Systemwide and Berkeley Division Regulations related to graduation requirements, final exams, and Acting Instructor-Graduate Student appointments. The COCI Handbook includes guidelines on how to review these variances that the members use when making their decisions. When these guidelines need to be updated or clarified, the staff will recommend the specific changes.

Divisional Council: Track all business items to their conclusion while meeting deadlines; refer items to other Senate committees for comment; compile agenda items; attend meetings; draft correspondence; advise chair on matters involving the Systemwide and Divisional Academic Senate, senior administration, and other campus offices; follow-up on other action items; schedule meetings; prepare agenda packets and minutes; maintain archives of documents and correspondence. Once each year, stage the leadership orientation and coordinate attendance.

Educational Policy: Staffing the Committee on Educational Policy entails handling various analytical and administrative duties. Administrative duties regularly include writing minutes, scheduling meetings, preparing agenda packets, and tracking agenda items to completion. Typical staffing workload also involves advising the committee on proper Senate policies and procedures related to educational policy, as well as doing background research on agenda items as necessary. A big portion of CEP's work includes participating in the campus program review process. The staff works with committee members to assign CEP representatives to each program review, schedules discussions of each review based on the dates set by DIVCO, and advises on CEP's recommendations.

Faculty Awards: Announce request for nominees for the Berkeley Faculty Service Award (BFSA); organize all arrangements for BFSA reception and Clark Kerr award dinner; coordinate nominations for external award programs such as the Mellon Emeritus Scholarship and Carnegie

Scholars; write press releases and liaison with University Relations and Public Affairs in regard to publicizing awards

Faculty Research Lecture: Announce request for nominees for the Faculty Research Lecture; coordinate nominations; and write press releases and liaison with University Relations and Public Affairs in regard to publicizing awards.

Faculty Welfare: This committee requires scheduling each semester; they have no established meeting schedule. Scheduling is a very difficult process done this way. They meet once a month. The committee was not fully staffed (we only scheduled for them) until three years ago when they requested full staffing. The staff member schedules and attends the meetings, takes notes, writes minutes, drafts an annual report. FWEL has become much more active and engaged in the last few years.

Graduate Council: Advise the chair on Division and Systemwide regulations and protocol; provide research and analysis regarding regulations and policies related to graduate education; schedule meetings; finalize agendas with the chair; prepare and distribute agenda packets; track all items of business and deadlines (e.g., representatives academic program reviews and ad hoc subcommittees, deadlines for comments) ensuring that deadlines are met; write minutes of meetings and correspondence; answer inquiries about GC business and processes (e.g., proposed changes to graduate degree programs); track decisions at Systemwide Senate that affect Berkeley; and represent the Senate on staff working groups related to graduate education.

International Education: Schedules the meetings (usually one per month), drafts the agenda, prepares agenda packets, invites any guests, attends meetings, takes notes, writes minutes, writes correspondence if committee comments are requested, and writes annual report. Occasionally schedules and attends additional meetings and writes summary or special correspondence.

Library: No description provided by staff. Berkeley Division Bylaw 39 states that this committee "Advises the Chancellor regarding administration of the Library; and Performs such other duties relative to the Library as may be committed to the Division."

Memorial Resolutions: Coordinate the appointment of ad hoc committees and processing of memorial drafts; edit approved memorials; submit the final memorial for online publication; respond to republication requests and obtain permissions; liaise with the Systemwide editor, families, academic departments, and with CARE Services regarding the campus memorial.

Ombudspersons, Faculty: Schedule annual orientation; triage cases as needed; research policies and resources as needed.

Panel of Counselors: Schedule annual orientation; triage cases as needed; research policies as needed for panel members.

Privilege and Tenure: Schedule annual orientation, meetings, investigative interviews, and hearings as needed; compile meeting materials and maintain committee records; attend meetings; draft correspondence as needed; research bylaws and policies and advise chair and members; act as liaison with Office of General Counsel at UCOP.

Prizes: The Prizes & Honors Coordinator in the Financial Aid Office serves as staff to the

Committee on Prizes. The coordinator obtains judges for the various prize contests, publicizes the contests, receives all submissions, forwards to the judges, notifies winners and non-winners and pays the awardees. The Coordinator normally schedules 4 meetings per year for PRIZ, a fall and spring general business meeting; a meeting to review all applications for the University Medal and select the finalists in March and an extended all day meeting to interview the University Medal finalists in April. One of the Committee on Prizes primary tasks each year is the selection of the University Medalist, considered the most distinguished graduating senior and the student who addresses the graduating class at the Graduation Convocation. The Committee on Prizes addresses policy questions and/or challenges to prize criteria, the University Medal process and the Departmental Citations awarded to graduating students and the Kraft Prize for freshmen, in addition to reviewing any proposals for new prize competitions.

Research: Formulate the annual grants program operating budget for committee approval; send announcements for requests for proposals to faculty; notify faculty and department staff of awards and transfer funds; monitor budget; review and approve all Research Enabling and travel grant applications; field questions from staff and faculty about COR grant programs, consult with faculty in preparing grant proposals and resolve specific issues; represent the committee on campus committees, as necessary; and recommend faculty reviewers to the VC-Research office for limited submission program proposals.

Rules and Elections: Manage Division elections; provide legislative analysis of Division and Systemwide Bylaws and Regulations for committee members and staff based on existing knowledge and research, consulting the chair when necessary; maintain Berkeley Division Bylaws and Regulations; advise committee members of Division and Systemwide protocol; research legislative precedent and advise committee members accordingly; schedule meetings; finalize agendas with the chair; prepare and distribute agenda packets; track all items of business and deadlines (e.g., requests for informal rulings by R&E on Division Bylaws and Regulations; requests for informal rulings by the University Committee on Rules & Jurisdiction on Senate Bylaws and Regulations, deadlines for comments) ensuring that deadlines are met; write minutes of meetings and correspondence; and track decisions at Systemwide Senate that affect Berkeley.

Status of Women and Ethnic Minorities: Schedule meetings; prepare agendas and supporting material; draft minutes and memoranda; advise chair and committee members; track issues, research and recommend responses; and propose changes in policies and procedures.

Student Affairs: This committee requires scheduling each semester; they have no established meeting schedule. This makes scheduling a very difficult process. They meet once a month. The staff member schedules and attends the meetings, takes notes, writes minutes, drafts an annual report.

Student Diversity and Academic Development: This committee requires scheduling each semester; they have no established meeting schedule, which makes scheduling very difficult. They meet once a month. The staff member schedules and attends the meetings, takes notes, writes minutes, drafts an annual report.

Teaching: Helps the chair set the agenda for the meetings (e.g., bringing to the chair's attention issues related to teaching that do not originate in the Senate) and sets the meeting schedule for the year. Annually revises both the teaching award and the grant guidelines and sees that they are distributed. Oversees all aspects of the teaching awards, from announcements to arranging

for committee members to read dossiers, to the ceremony and publicity. Oversees the Educational Improvement and Minigrant Programs. Helps draft responses to Senate requests. Provides the Committee with research and background materials on issues.

Undergraduate Scholarships and Honors: No description provided by staff. Berkeley Division Bylaw 47 states that this committee “Recommends to the President, through the Chancellor, award of such undergraduate scholarships as are restricted to students on the Berkeley Campus. Determines criteria for award of undergraduate honors and Honors with the Bachelor's Degree. Recommends to the Chancellor policies related to the awarding of all undergraduate financial aid on the Berkeley campus.”

University-Emeriti Relations: This committee requires scheduling each semester; they have no established meeting schedule. They were not fully staffed until a couple of years ago. They meet once a month. The staff member schedules and attends the meetings, takes notes, writes minutes, drafts an annual report.

University Extension: Schedules the meetings (usually two per semester), drafts the agenda, prepares agenda packets, invites any guests, attends meetings, takes notes, writes minutes, writes correspondence if committee comments are requested, and writes annual report.