The sections below address the concerns raised by the Senate Executive Board (EB) in the memo dated March 6, 2015, to the College Faculty Executive Committee. The document also incorporates responses to the feedback submitted by individual committees including the Council on Academic Personnel (CAP), Council on Planning and Budget (CPB), Faculty Welfare Committee (FWC), Graduate Council (GC), Henry Samueli School of Engineering and Applied Science Faculty Executive Committee (HSSEAS FEC), School of Arts and Architecture Faculty Executive Committee (SOAA FEC), and Undergraduate Council (UgC).

**The Series**

The working title of “Professor of Teaching X” will be used for faculty members appointed to the existing Lecturer series. Some concerns were raised regarding the boundaries between this series and regular ladder faculty (CAP). The CALL clearly defines the series and indicates that appointments as Lecturer or Senior Lecturer Potential Security of Employment (PSOE) or Security of Employment (SOE) are made to professionally qualified appointees not under consideration for appointments to the professorial series. Individuals must have demonstrated teaching ability of exceptional quality. Basic appointments are normally made at 100% of fulltime and are for a specified term; all Lecturer and Senior Lecturer PSOE are initially appointed to a two-year term, unless specifically advised to the contrary prior to the effective date of an appointment. Security of employment is granted upon appointment or promotion as Lecturer SOE or Senior Lecturer SOE. The FWC inquired how appointees in this series could become full members of the Academic Senate, but it is already articulated in The CALL that all appointees in this series are members of the Academic Senate.

Some questions were raised regarding faculty members who are already appointed in the existing Lecturer series (EB, SOAA FEC, and UgC). The College currently has four faculty members in this series. Once this proposal is implemented, the intent is to have all members in this series utilize the working title “Professor of Teaching X.” Some committees inquired about the growth of this new series (CAP and GC). Although we stated in the original proposal that no more than 16 positions will be advertised (four in each Division) in the first three years, we are now looking to gradually expand this series through a closely monitored process. As proposed, we will not exceed five percent of the total faculty FTE in the College. Should the College deans decide to exceed the five percent threshold, they will seek approval of the College FEC, and consult with the Executive Board, and relevant Senate committees.

The current ladder faculty headcount for the College of Letters and Science is nearly 900. This means that the College would have a cadre of 45 faculty at any given time. The five percent would allow us to preserve the current system of ladder faculty members taking primary responsibility for teaching while enhancing curriculum and instruction through the hiring of these highly skilled and distinguished teachers. The number of hires will be modest and will be completed through a highly consultative process assuring that exceptionally high standards are set for all new faculty in this working title.

Senate committees also inquired about the differences between this series and the continuing lecturers on campus (CPB and UgC). To clarify, current Unit 18 Lecturers are eligible to submit a dossier to become a Professor of Teaching X, if they meet the search requirements. If they are appointed to the PSOE/SOE Lecturer series, they will no longer be represented by the American Federation of Teachers, since the Lecturer or Senior Lecturer PSOE or SOE positions are fulltime appointments.

**Resources**

Another area of concern raised during the review of the proposal was the issue of resources. Committees questioned whether the recruitment of faculty in the Lecturer series would hamper efforts to maintain an...
adequate number of regular ladder faculty or create competition for limited department resources (CFW, CPB, and SOAA FEC). Committees also inquired how these appointments would count toward departmental FTE or if the FTE would be provided by central administration (GC and SOAA FEC). This proposed series is not meant in any way to replace the need for ladder faculty renewal. With the significant increase to the overall size of the undergraduate student population over the past four years, the Chancellor’s Office has made available substantial amounts of funding to hire additional lecturers and TAs to staff courses. These funds, termed Undergraduate Academic Incentive Funds (UAIF), have now been allocated on a permanent basis, which will allow divisions and schools to maintain stable academic hiring plans instead of haphazardly hiring lecturers on short notice. It would therefore greatly improve the quality of instruction for some hires to take the form of Lecturers PSOE/SOE and departments will be able to recruit stronger candidates and hold on to them longer. With the permanent budget already funded via UAIF and the “FTE line” readily recoverable from FTE that had been ‘shelled’ during the peak of the budget crisis, we have a possible mechanism to fund these positions that would in no way impinge about the need to maintain our filled faculty FTE at existing levels. Our limited recruitment and retention resources may not allow divisions and schools to grow filled faculty lines overall, so the growth in the undergraduate population is by necessity falling in good part on non-ladder teaching already and the proposed funding for this series is drawn from a separate non-ladder funding source. The hiring of Lecturers PSOE/SOE would follow a process of consultation with hiring requests originating from the academic departments in areas where increased teaching demands need to be covered, but where a ladder faculty hire would not be a priority for the faculty.

**Expectations**

Faculty hired in this series will have a distinct role to contribute to pedagogy through curricular development. A committee expressed concerns that a dean might offer a position to a member of this series when a full faculty member is needed (UgC). However, The CALL² makes clear that primary responsibility for teaching rests upon faculty members of professorial rank who have demonstrated their ability both in teaching and in research or other creative achievement. Thus an appointment as a Lecturer or Senior Lecturer (PSOE or SOE), which involves allocation of a permanent FTE to the position, will be made for an individual’s ability to uniquely contribute to the teaching mission of a department or division.

Another difference with faculty appointed to this series is that with the emphasis on teaching, appointees to this series do not involve responsibilities to engage in research. The CPB, GC, HSSEAS FEC, and EB expressed concerns that hiring faculty would have detrimental impacts on research grants, the overall research mission, and faculty productivity. As noted in the proposal, while Professors of Teaching X are not expected to engage in original research, they would not be discouraged from participating in creative endeavors that increase understanding, make qualitative improvements in the delivery of undergraduate education, or participate in research in their field of expertise, when applicable.

Finally, The CALL articulates that in view of the limited responsibilities in areas other than teaching, appointees to this series normally will be assigned heavier instructional loads (relative to full-time equivalent service) than those normally carried by departmental appointees in the professorial series. Typical workload and service will vary by department.

**Review Process**

Committees expressed concerns regarding the review process for members of this series (CAP, HSSEAS FEC, and SEB). As with all other academic appointees, a dossier must be submitted whether or not a Senate Review is waived. The procedure set forth in Appendix 5³ for professorial faculty members will govern the committee in the confidential conduct of its review and in preparation of its report. In appraising the

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² The UCLA CALL – Lecturer Series (Terms of Service) [https://www.apo.ucla.edu/policies/the-call/lecturer-series#section-3](https://www.apo.ucla.edu/policies/the-call/lecturer-series#section-3)

candidate, the committee will be guided by the instructions to the extent they are applicable, but primarily in the area of teaching. The procedures and criteria for the review of Lecturers are also clearly outlined in Appendix 9 of The CALL. The guidelines indicate the following:

- It is incumbent upon the departmental chair to provide convincing evidence that faculty demonstrate teaching ability of exceptional quality.
- The review committee has a special obligation to assure that the candidate possesses superior abilities in the classroom.
- The quality of a candidate’s professional competence, research or other creative activity, and university public service – whenever evidence of such attainments is available – may also be cited in those cases where thy do provide collateral indication of qualifications to teach.

Although the initial proposal suggested the inclusion of steps (e.g., Assistant, Associate, Distinguished) within the series, the College will not pursue this change at this time.

**Next Steps**
The appointment of a Senate-Administration committee will be a welcome step to review the proposal, supporting documents, and establish benchmarks to assess the success of this working title. It will be useful to have the joint committee develop guidelines for an internal review process designed to assess the effectiveness of this series and if a different evaluation process is necessary. Additionally, the joint Senate-Administration committee may make additional recommendations to CAP on how teaching faculty dossiers ought to be reviewed in the context of the aims of the new series and how their teaching, research, and innovation will be counted. The committee has been specifically tasked to:

1. Review The CALL and relevant campus policies to determine whether changes are warranted with the adoption of the *Professor of Teaching X* working title and make recommendations to Vice Chancellor Goldberg regarding changes;
2. Assess the current review process for Lectures PSOE and SOE and make recommendations to the Council on Academic Personnel and Vice Chancellor Goldberg regarding the review and promotion of faculty working under the new title;
3. Establish benchmarks for assessing the success of this working title and make recommendations to the Senate and College Faculty Executive Committee for an internal review process for evaluating the effectiveness of this series.

The committee will be composed of faculty representing each of the four College divisions while also including representation from Senate leadership, the Council on Academic Personnel, and administration.

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