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December 18, 2024

**Re: UCSF Adjunct Faculty Series Academic Senate Membership Memorial to the Regents & Health Sciences Clinical Faculty Series Academic Senate Membership Memorial to the Regents**

Dear Academic Senate Divisional Chairs & Assembly Chair Cheung:

Please consider the enclosed Memorials to the Regents, which advocate for the inclusion of Health Sciences Clinical and Adjunct faculty with primary roles (>50% time) at UC in the Academic Senate. This proposed expansion reflects the significant contributions of these two faculty series to the University, as well as enhancing the Senate's representativeness and expertise.

UCSF's faculty recently approved two proposed Memorials to the UC Regents that petition the Regents to expand Senate membership to include faculty with appointments greater than 50% in the Health Sciences Clinical series and the Adjunct series. I am transmitting them to you for a vote at each of your Senate Divisions.

**HISTORY OF THE MEMORIALS**

Senate Bylaw 90 governs Memorials, and defines a "Memorial to the Regents" as a "declaration or petition addressed to the President for transmission to The Regents." These declarations or petitions can be initiated by Academic Assembly or, as in this case, by a Division.

UCSF initiated the two Memorials because UCSF has welcomed faculty in the Health Sciences Clinical and Adjunct series to serve, vote, and otherwise participate in the UCSF Division of the Academic Senate for over a decade. This inclusion has enriched the UCSF Senate, and a large majority of UCSF faculty believe faculty in the Health Sciences Clinical and Adjunct series should be members of the Academic Senate systemwide. After many years of organizing and advocating for a more inclusive systemwide Senate, UCSF determined that the most appropriate path for change was through the Memorial process.

When a Division initiates a Memorial, the Memorial is first considered and voted upon by the faculty of that Division. The UCSF Division considered and discussed its plan to initiate two Memorials to the Regents at its April 18, 2024 Division meeting.

UCSF's Executive Council finalized the exact language of the two Memorials following its October 10, 2024 meeting in an electronic vote that ended on October 25, 2024. That language is below.

*Adjunct Memorial:* The UC Academic Senate petitions the University of California Board of Regents to amend Standing Order 105.1.a to add to the Academic Senate each person giving instruction in any curriculum under the control of the Academic Senate whose academic title is ... Assistant Adjunct Professor appointed at more than 50% time; Associate Adjunct Professor appointed at more than 50% time; and Adjunct Professor appointed at more than 50% time.

*Health Sciences Clinical Memorial:* The UC Academic Senate petitions the University of California Board of Regents to amend Standing Order 105.1.a to add to the Academic Senate each person giving instruction in any curriculum under the control of the Academic Senate whose academic title is Health Sciences Assistant Clinical Professor appointed at more than 50% time; Health Sciences Associate

Clinical Professor appointed at more than 50% time; and Health Sciences Clinical Professor appointed at more than 50% time.

After finalizing the language of the Memorials, the UCSF Division invited faculty to prepare arguments in support and in opposition of each Memorial and to prepare rebuttals to those arguments. The arguments and rebuttals were combined with the Memorials' text and explanations and presented to the UCSF faculty for an electronic vote that was open from November 4, 2024 through November 18, 2024. Then, pursuant to UCSF Senate Bylaw 70.B, UCSF's Division Secretary announced the results at a Division Meeting on December 12, 2024.

UCSF is now transmitting the Memorials to you as required by Senate Bylaw 90.D, which states, "Memorials to the Regents that have been approved by a Division shall be submitted within thirty calendar days to the Chair of the Assembly and the Chairs of all other Divisions." This transmittal must include a count of the votes, a brief account of the Memorials' history, an explanation of its provisions, and a succinct statement of the arguments for and against it.

To satisfy these requirements, I have enclosed for each Memorial, a history, an explanation of provisions, an argument in support, a rebuttal to the argument in support, an argument in opposition, a rebuttal to the argument in opposition, and the text of the Memorial. A count of the votes at UCSF follows.

### **UCSF VOTE COUNT**

#### *Adjunct Faculty Membership Memorial to the Regents – Voting Results*

- UCSF Academic Senate Faculty Vote: 416 Total votes; 287 Senate faculty voted to approve, 129 Senate faculty voted to reject, and 12 Senate faculty abstained. The Memorial was approved with 69% of Senate faculty in favor.
- UCSF Total Faculty Vote (including Adjunct and Health Sciences Clinical series): 733 Total votes; 585 UCSF faculty voted to approve, 148 UCSF faculty voted to reject, and 32 UCSF faculty abstained. If the ballots of all UCSF faculty are included, this Memorial was approved with 79.8% of UCSF faculty in favor.
- UCSF Adjunct and Health Sciences Clinical Faculty Vote: 317 non-Senate total votes; 298 UCSF non-Senate faculty voted to approve, 19 UCSF non-Senate faculty voted to reject, and 20 UCSF non-Senate faculty abstained. If the ballots of only the UCSF non-Senate faculty are counted, this Memorial was approved with 94% of UCSF non-Senate faculty in favor.

#### *Health Sciences Clinical Faculty Membership Memorial to the Regents – Voting Results*

- UCSF Academic Senate Faculty Vote: 420 Total votes: 296 Senate faculty voted to approve, 124 Senate faculty voted to reject, and 9 Senate faculty abstained. The Memorial was approved with 70.5% of Senate faculty in favor.
- UCSF Total Faculty Vote (including Adjunct and Health Sciences Clinical series): 755 Total votes; 623 UCSF faculty voted to approve, 132 UCSF faculty voted to reject, and 11 UCSF faculty abstained. If the ballots of all UCSF faculty are included, this Memorial was approved with 82.5% of UCSF faculty in favor.
- UCSF Adjunct and Health Sciences Clinical Faculty Vote: 335 non-Senate total votes; 327 UCSF non-Senate faculty voted to approve, 8 UCSF non-Senate faculty voted to reject, and 2 UCSF non-Senate faculty abstained. If the ballots of only the UCSF non-Senate faculty are counted, this Memorial was approved with 97.6% of UCSF non-Senate faculty in favor.

### **DIVISIONAL NEXT STEPS**

Each Academic Senate Division has until March 17, 2025 (ninety calendar days) to vote on the two Memorials. (Senate Bylaw 90.D.2.) Bylaw 90.D.3 states that each Division Chair should promptly submit the Memorials for a vote of their Division. Each Division "may vote to approve, to disapprove, or to decline to act, but may not amend the proposal as submitted." Bylaw 90.D.3 further provides, "The vote may proceed according to any method authorized by the Bylaws of the Division, including town meetings, representative assembly, or mail ballot."

Once each Division has completed its vote, it has seven calendar days to "forward to the Chair of the Assembly and to the Chairs of all other Divisions the results of the Divisional vote on the proposed Memorial." (Senate Bylaw 90.D.4). All voting should be complete and reported by March 24, 2025. Assembly Chair Cheung is tasked by Senate Bylaw 90.D.5 with notifying all Divisions of the results.

For the Memorials to move forward, each Memorial must be approved by “at least three Divisions representing at least thirty-five percent of the membership of the Academic Senate[.]” (Senate Bylaw 90.D.5.). UCSF represents 12% of Academic Senate members, so at least two more Divisions representing at least 23% of the Academic Senate need to approve each Memorial for each Memorial to move forward. If that threshold is met, the Memorials qualify for a mail ballot of all voting members of the Senate systemwide. (Senate Bylaw 90.E.) If a Memorial does not meet that threshold, that Memorial is deemed disapproved and no further action can be taken upon it. (Senate Bylaw 90.D.7)

#### **ACADEMIC ASSEMBLY CHAIR ROLE AND POTENTIAL SYSTEMWIDE VOTE**

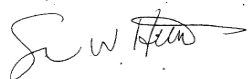
If one or both of the Memorials are approved for a systemwide vote, Assembly Chair Cheung may appoint ad hoc committees in support of and in opposition to the two Memorials to draft new arguments of no more than 1,000 words and new rebuttals of no more than 500 words. (Senate Bylaw 90.E.) These arguments and rebuttals must be submitted to Assembly Chair Cheung within 45 calendar days of the Memorials’ approval. If the Divisional votes are concluded on the last possible day, March 17, 2025, this would be May 1, 2025. The actual deadline may be earlier.

Assembly Chair Cheung and Academic Council “retain final authority to make judgments as to the appropriateness of arguments and rebuttals and to revise them accordingly.” (Senate Bylaw 90.E.3.) When the arguments and rebuttals are finalized, they should be submitted by the systemwide Secretary/Parliamentarian for a mail ballot of all voting members of the Senate within 60 calendar days of the conclusion of the Division votes. (Senate Bylaw 90.E.)

If we again assume that the Divisional votes conclude at the last possible date of March 17, 2025, the systemwide Secretary/Parliamentarian should be submitting the Memorials to all voting Senate faculty by May 16, 2025. As all voters must be provided with materials at least 14 days before the deadline for returning ballots or voting electronically, the earliest a vote could be concluded if materials go out on May 16, 2025, would be May 30, 2025. Then, finally, pursuant to Senate Bylaw 90.F, “A Memorial that has received a majority of valid ballots cast in the election..., shall be sent by the Chair of the Assembly to the President for submission to The Regents.” If a Memorial does not receive a majority of valid ballots cast, the Memorial does not move forward and is not sent to the Regents.

Thank you for your kind attention to these Memorials to the Regents. Inclusion in the Senate of Health Sciences Clinical and Adjunct faculty whose primary jobs (>50% time, as specified) are working at UC recognizes their important contributions to the University. Inclusion will make the Academic Senate more representative of the faculty, improving its voice in shared governance. Inclusion augments the expertise of Senate membership, better enabling us to address important issues related to the work of the modern, multidisciplinary university. As you can see from the voting results at UCSF, both Senate members and non-members are in favor of this expansion.

Respectfully submitted,



Steven Hetts, MD, 2023-25 Chair  
UCSF Academic Senate

Enclosures (2)

Cc: Monica Lin, PhD, UC Academic Senate Executive Director  
Errol Lobo, MD, PhD, UCSF Academic Senate Vice Chair  
Elizabeth Rogers, MD, UCSF Academic Senate Secretary  
Kathy Yang, PharmD, MPH, UCSF Academic Senate Parliamentarian

From: U.C. Academic Senate  
To: President of the University of California, for transmission to the Regents  
Re: Adjunct Faculty Series Academic Senate Membership Memorial to the Regents

The U.C. Academic Senate petitions the University of California Board of Regents to amend Standing Order 105.1.a to add to the Academic Senate each person giving instruction in any curriculum under the control of the Academic Senate whose academic title is ... Assistant Adjunct Professor appointed at more than 50% time; Associate Adjunct Professor appointed at more than 50% time; and Adjunct Professor appointed at more than 50% time.

## History of the Memorial to the Regents

On April 18, 2024, the San Francisco Division of the Academic Senate considered the Memorial at its annual Division meeting.

On October 25, 2024, the UCSF Academic Senate Executive Council held a vote to approve the language of the two Memorials to the Regents. The language of these Memorials were approved.

From November 4 to November 18, 2024 the UCSF Academic Senate held an electronic vote to approve the Memorial. 287 Senate faculty voted to approve, 129 Senate faculty voted to reject, and 12 Senate faculty abstained (416 total yes/no votes). The Memorial was approved with 69% of Senate faculty in favor.

If non-Senate faculty are included in the results (Adjunct and Health Sciences Clinical), or total faculty at UCSF, 585 UCSF faculty voted to approve, 148 UCSF faculty voted to reject, and 32 UCSF faculty abstained (733 total yes/no votes). If the ballots of all UCSF faculty are included, this Memorial was approved with 79.8% of UCSF faculty in favor.

If only non-Senate faculty ballots are counted (Adjunct and Health Sciences Clinical), 298 UCSF non-Senate faculty voted to approve, 19 UCSF non-Senate faculty voted to reject, and 20 UCSF non-Senate faculty abstained (317 total yes/no votes). If the ballots of only the UCSF non-Senate faculty are counted, this Memorial was approved with 94% of UCSF non-Senate faculty in favor.

## **Explanation of the Provisions of the Memorial to the Regents**

“The U.C. Academic Senate petitions the University of California Board of Regents to amend Standing Order 105.1.a to add to the Academic Senate each person giving instruction in any curriculum under the control of the Academic Senate whose academic title is ... Assistant Adjunct Professor appointed at more than 50% time; Associate Adjunct Professor appointed at more than 50% time; and Adjunct Professor appointed at more than 50% time.”

### **Background**

The University of California (UC) has an ongoing debate about the potential expansion of the Academic Senate membership to include Adjunct faculty. The discussion has been facilitated by UCSF standing committees and systemwide committees such as the UC Health Special Committee on Health Sciences and Clinical Affairs (SCHSCA).

## Argument Summary

The main argument for expanding Academic Senate membership centers around the need for inclusivity and representation of all faculty members in university governance, regardless of their series or appointment type. Proponents argue that Adjunct faculty, despite their different job roles and contributions, fulfill crucial aspects of UC's mission through teaching and mentoring, research and creative activities, professional competence, and university and public service. Their voices should be welcomed in the Senate.

When UCSF faculty vote on systemwide issues, UCSF gathers and reports votes from all faculty, but UCSF must report those votes by series because the only votes that count are from the Ladder Rank, In Residence, and Clinical X faculty. In addition, systemwide restrictions prevent UCSF from appointing faculty in the Adjunct series to its Privilege and Tenure (P&T) Committee or from sending faculty from these series to serve on systemwide committees or task forces.

### Key Points

- *Equitable Contribution and Value of Inclusion:* Adjunct faculty meet high academic standards and significantly contribute to UC's missions. Their exclusion from the Senate represents an inequity that diminishes the university's diverse intellectual community. Including Adjunct faculty in the Senate would enhance governance by (1) integrating diverse perspectives relevant to the expanding focus on health sciences—where many of these faculty are appointed, (2) addressing feelings of marginalization, and (3) promoting equity. The excluded faculty series are disproportionately female and disproportionately young. By expanding Senate membership to include faculty in the Adjunct series, the University would break a structural barrier that unintentionally excludes women and younger faculty from governance.
- *Systemwide Benefits and Strategic Response:* Inclusion of Adjunct faculty in the Senate could improve morale, enhance diversity, equity, and inclusion, and ensure better representation on a variety of systemwide committees and task forces whose decisions affect all faculty. Incorporating a broader range of faculty expertise would enable the Senate to more effectively tackle modern challenges such as public health crises and educational disparities, boosting UC's leadership in these areas.
- *Building the Senate of the Future:* The Senate of the future should do more, and it needs to be bigger and more representative of the faculty to do it. This is not about Adjunct faculty taking over the Senate. This is about the entire faculty building a more robust and influential Senate. That Senate needs more health sciences expertise, volunteers, and voices to partner with, challenge, and influence one of the largest academic health systems in the world. With broader membership, the Senate can do what it already does, and more.
- *Strengthening University Governance & Decision-Making:* A more inclusive Senate would strengthen governance by working closely with health sciences leaders and enhance decision-making by bringing a wider array of experiences and perspectives. This diversity can reduce biases, increase inclusivity, and foster creative solutions, improving overall governance effectiveness.
- *Combating Burnout and Enhancing Faculty Retention:* Active participation in shared governance shows institutional value and respect, vital for boosting morale, reducing burnout, and enhancing engagement. Reports highlight significant disenfranchisement and high turnover rates among non-Senate faculty, particularly women, underscoring the need for their inclusion to mitigate cultural and financial risks

associated with recruitment and retention.

- *Local vs. Systemwide Representation and Institutional Alignment:* While local participation structures like the non-Senate academic federation at UC Davis exist, the absence of systemwide voting rights silences significant voices, impacting their influence over university policies. Aligning with progressive practices at institutions like Ohio State University, University of Utah, and the University of Michigan — which include adjunct faculty in governance — can position UC as a leader in academic governance.

### Conclusion

The argument to expand the Academic Senate membership to include Adjunct faculty is fundamentally about recognizing their contributions, addressing inequities in representation, and enhancing the governance of the university to reflect its increasingly diverse academic community.



**Arguments in Favor of the Memorial to the Regents**

**Adjunct Professors fulfill the tripartite mission of the University, and do the same high-quality work as teachers, researchers, and clinicians as faculty in the Ladder Rank, In Residence, and Clinical X series and are accordingly deserving of Senate membership.**

The “three pillars” of the tripartite university mission are: teaching, research, and university or public service. Committees on Academic Personnel (CAPs) evaluate all faculty in all series based on five categories: teaching and mentoring, research and creative activities, university or public service, professional competence, and contributions to diversity, equity and inclusion. All faculty are evaluated in all five categories, but have differing degrees of contribution to each of the five pillars of excellence and these percentages may change over the course of their careers. Great achievement in one pillar and favorable contribution in the others is as deserving of recognition as equal distribution of accomplishment in all five. Adjunct faculty have significant teaching, research, and service responsibilities. A large fraction of teaching clinical trainees (professional students, residents, fellows) is carried out by faculty in these series.

## Characteristics of Academic Professor Series and MSP

|  | Ladder Rank<br>APM 220 | In Residence<br>APM 270 | Clinical X<br>APM 275 | Health Sciences<br>Clinical<br>APM 278 | Adjunct<br>APM 280 | Management &<br>Senior<br>Professional |
|--|------------------------|-------------------------|-----------------------|--|--------------------|--|
| <b>Senate Academic Review: CAP using APM 210</b> | <b>Yes</b>             | <b>Yes</b>              | <b>Yes</b>            | <b>Yes</b>                             | <b>Yes</b>         | <b>No</b>                              |
| Research / Creative Work                         | Yes                    | Yes                     | Yes: Dissemination    | Yes: Creative Activity                 | Varies             | No                                     |
| Teaching / Mentoring                             | Yes                    | Yes                     | Yes                   | Yes                                    | Varies             | No                                     |
| Professional Competence                          | Yes                    | Yes                     | Yes                   | Yes                                    | Varies             | Yes                                    |
| University / Public Service                      | Yes                    | Yes                     | Yes                   | Yes                                    | Varies             | No                                     |
|  |                        |                         |                       |  |                    |  |
| Eligible for Tenure                              | Yes                    | No                      | No                    | No                                     | No                 | No                                     |
| <b>Senate Membership</b>                         | <b>Yes</b>             | <b>Yes</b>              | <b>Yes</b>            | <b>No</b>                              | <b>No</b>          | <b>No</b>                              |
| <b>Percent Time</b>                              | <b>100%</b>            | <b>100%</b>             | <b>100%</b>           | <b>0-100%</b>                          | <b>0-100%</b>      | <b>0-100%</b>                          |
| Primary Source of Comp                           | State FTE + Grants     | Grants + Clinical       | Clinical + Grants     | Clinical                               | Varies             | Varies                                 |
| Appointment Length                               | Open-ended             | Open-ended              | Termed                | Termed                                 | Termed             | Termed                                 |

Adapted from the [\*UCSF Faculty Handbook\*](#).

Note: “Varies” indicates that, depending on their role in the University, Adjunct faculty may focus principally on research/creative work, teaching and mentoring, professional activities, or service activities. The product of that focus is subject to the same standards as that of the other academic professorial series.

**There is evidence that grant funding rates within the Adjunct faculty series are outpacing grant funding in some Senate series, like In-Residence and Ladder Rank faculty.**

At least at UCSF, grant funding trends from 2017 to 2023 show Adjunct faculty experiencing robust growth, Adjunct Memorial

increasing from \$17.53 million to \$34.01 million. This growth outpaces that of Ladder Rank faculty, whose funding rose from \$112.29 million to \$151.38 million; In-Residence faculty, with funding increasing from \$91.51 million to \$137.52 million; and Clinical X faculty funding, which rose from \$15.06 million to \$27.63 million. The higher growth rate for Adjunct faculty suggests their increasing importance in securing research grants compared to traditional academic series.

**Retaining the status quo disenfranchises two faculty series.**

Systemwide Senate Bylaw 55 outlines the voting rights within university departments, emphasizing the rights of non-emeritae/i faculty who are voting members of the Academic Senate. Key provisions include voting on new departmental appointments that confer Senate membership, and promotions of faculty colleagues. Non-emeritae/i Senate members are not typically entitled to vote, except by a two-thirds majority secret ballot, which can be reassessed annually. This is excessively burdensome. In addition, non-Senate faculty members are excluded from voting on critical matters that have traditionally been delegated to faculty, such as academic freedom, as well as votes of confidence in the University administration.

**Enlarging Senate membership will improve gender equity within the Senate.**

Adjunct faculty are disproportionately women and represent the most racially diverse group within the faculty. Currently, these faculty members are underrepresented in the Academic Senate, which limits their influence over decisions that critically affect their professional environment and career advancement. This move towards inclusivity not only supports gender equity but also enhances the decision-making process by integrating a broader range of viewpoints, thereby fostering a more balanced and fair academic community.

**There are safeguards against Adjunct faculty overwhelming the current Senate structure already written into Regents Standing Rule 105.1.**

Standing Rule 105.1 already states: “Members of the faculties of professional schools offering courses at the graduate level only shall be members also of the Academic Senate, but, in the discretion of the Academic Senate, may be excluded from participation in activities of the Senate that relate to curricula of other schools and colleges of the University.” Such provisions could be included in the Standing Rule to prohibit an Adjunct faculty member from commenting on certain curricula that they are not qualified to review.

**Enlarging Senate membership may increase costs, but not significantly so, and can/should be supported by individual campuses.**

A systemwide benefit of Senate membership is eligibility for the Mortgage Origination Program. While this is an important Senate benefit and valuable recruitment tool, it impacts a small number of faculty. It is not an entitlement; it is an opportunity to apply for a loan under specific recruitment and retention circumstances. If Adjunct faculty became eligible for MOP loans, it would not require the university to increase funding for MOP loans. However, the MOP office may need more administrative support if expanding Senate membership increases applications. Regardless of whether Senate membership is expanded, the MOP loan program may need restructuring, given its recent financial challenges.

**Change in Series (CIS) actions, while possible, are administratively burdensome, and not always possible for some faculty.**

One way to rectify situations when faculty find themselves in the wrong series is through a change-in-series (CIS) process and action. However, there are certain barriers that prevent faculty from utilizing this remedy. Issues such as space, sources of funding, departmental funds, and programmatic needs may affect a Department Chair's consideration of requests for changes in series. Because departments may vary in their criteria for such changes, individual faculty members may need to negotiate the proper series at the time of their initial appointment. Finally, departmental clinical revenue may also have a bearing on the decision to enter into the process for a CIS.

**Increases the pool of faculty eligible to serve in the Senate.**

The Memorial responds to the Systemwide Senate Service Strategic Plan, which calls for increasing the visibility of the Senate and an expansion of Senate service to ensure inclusivity as well as identifying and nominating candidates from diverse backgrounds.

## Rebuttal to Argument in Favor to the Memorial to the Regents

***“Adjunct Professors fulfill the tripartite mission of the University, and do the same high-quality work as faculty in other series.”***

The [standard](#) at UCSF with respect to teaching, research and university service is: “The criteria for promotion of faculty in the Adjunct series **can vary** depending on the individual’s expected role.” Adjuncts must excel in one area but not all three. Consistent with this, at UCSF, most faculty in this series are engaged solely in research with no teaching (and little to no service). Beyond UCSF, in many departments it is customary for adjunct professors to be selected for their applied or industrial expertise relevant to student development; while these faculty contribute to courses of instruction, they may have little or no scholarly experience and do not perform service.

***“Grant funding rates for Adjuncts are outpacing those for Senate faculty.”***

This is misleading, and in pitting the Series against one another so starkly accomplishes something we had hoped to avoid. Adjunct research faculty unsuccessful at obtaining grant funding are dismissed, and percent growth is always larger when starting from a small number. Such survivorship bias makes comparison with the Ladder rank and In Residence series invalid. Nonetheless, Adjunct faculty at UCSF on average bring in \$72000 per person (pp) in research funding per year, far below the average for In Residence (\$224000pp) and Ladder Rank (\$460000pp) faculty.

***“Retaining the status quo disenfranchises two faculty series.”***

We understand, but believe these limitations are valid for several reasons:

- Concern for balanced representation across the Schools and the many disciplines across the entire academic mission of the University.
- Flexibility of Adjunct appointments may lead to mismatch between voting rights and faculty competencies.
- Many in these series have less than full time commitments to the University, retain significant commitments to outside institutions, or will return to the same following a brief stint on the UC faculty.
- Confers significant new authority on department chairs to change the composition of the voting faculty in their departments (through appointments and especially non-renewals).

***“Will improve gender equity within the Senate.”***

Adjunct faculty do not receive the same protections as ladder-rank and in residence faculty and are generally not given the same (or necessarily any) resources to support their scholarship. Thus including adjuncts would create the illusion of improved diversity of the UC faculty without effecting substantial change. **Meaningful improvements in faculty equity will require UC to hire and invest in permanently-appointed and well-resourced URM and female faculty**, not merely reclassify a group of poorly supported employees.

***“Regents Standing Rule 105.1 provides safeguards.”***

105.1 describes limited circumstances where, at Senate discretion, professional school faculty may be excluded from certain Senate activities. This rule would not apply to the Adjunct faculty outside of

professional schools.

***“Change in Series (CIS) actions are administratively burdensome, and not always possible.”***

CIS's are similar in review burden to promotions or accelerated advancements: i.e. multiple levels of review, including by CAP. Care should be taken in choosing the most suitable series at the time of initial appointment. Appointments to the non-Senate series followed by CIS should not be used to evade the requirements that Senate members be appointed via national and equal opportunity searches.

***“Increases the pool of faculty eligible to serve in the Senate.”***

We do not share any concern that Senate membership today (N = 14,477) is too small to ensure its adequate functioning.

## Arguments in Opposition to the Memorial to the Regents

**Brief summary of the Adjunct faculty series and roles.** APM 280 states that titles in the Adjunct Professor series “may be assigned (1) to individuals who are predominantly engaged in research or other creative work and who participate in teaching, or (2) to individuals who contribute primarily to teaching and have a limited responsibility for research or other creative work.” Importantly, Adjunct Professors are not required, as a matter of policy in the APM, to possess the full range of research and teaching competencies that the APM requires other types of faculty appointments must possess. Though many adjunct professors do possess this range of expertise, this is by no means standard across the UC system. In many departments at other campuses, it is customary for adjunct professors to have no scholarly experience or expertise. Instead, they may bring applied or industrial expertise that is crucial for student development - justifying their contributions to courses of instruction - but that is not applicable to the evaluation of scholarship, curricular structure, or directions of future research. For example, in a Department of Economics, adjunct professors may be practicing finance or real estate professionals. In a Department of Political Science, they may be campaign consultants or government officials. In a Department of Computer Science, they may be practicing information technology professionals. **These professionals bring important expertise to their programs, but it is not necessarily scholarly expertise.** Thus at present, the Adjunct Professor series is (and must be) flexible in its procedures for appointment. There is no requirement that adjunct professors hold the highest degree in their field, or that they hold their primary employment at the University of California. In some departments, adjunct professors may be full-time faculty members at another university. At most campuses, adjunct appointments may be specified for a fixed term and do not require a department vote or Senate review. These are important aspects of the flexibility of this series, but differ from the qualifications and commitment to the University expected of faculty in Senate series.

**Brief summary of Academic Senate membership and duties.** When debating whether to include Adjunct faculty in the Senate systemwide, it is important to understand what rights are conferred by Senate membership. Regents order 105.2.c states, “The Academic Senate shall determine the membership of the several faculties and councils.” Bylaw 55.A.1 states that all non-emeritus Senate members have “the right to vote on substantial departmental questions.” What counts as a “substantial department question” varies by department and campus. Across the UC system, this may include, e.g., (1) faculty search priorities for the following year, (2) curriculum, (3) strategic plans that define long-term research and curricular goals, (4) department policies on the structure of the Ph.D. or other doctoral dissertation and dissertation prospectus, (5) evaluation of doctoral students. Bylaw 55.B ensures that tenured faculty may vote on appointments to series that confer Senate membership, and on tenure cases; and that full professors possess the right to vote on cases of promotion to full professor. Bylaw 55.C allows individual departments to extend voting rights to other classes of faculty at their discretion, as appropriate for their specific circumstances. For example, in departments where Clinical Professors possess substantial expertise relevant to the evaluation of department faculty, the department may confer voting rights in appointment and tenure cases. Thus **departments currently have flexibility to confer voting rights on non-Senate faculty in a manner that is appropriate for their specific circumstances.**

**Including Adjunct Professors in the Senate would, in some departments, confer voting rights on matters for which adjunct professors are not required to possess competence or expertise.** Because of the flexibility of the Adjunct series, Adjunct Professors have widely varying expertise throughout the UC system. By Senate Bylaw 55.A.1, this memorial will require all departments to confer voting rights on all adjunct professors for all “substantial department questions.” In some departments in the system, this would mean that a large share of voting faculty on matters such as faculty search priorities and evaluation of graduate students need never have published scholarly research in their field.

**Including Adjunct Professors in the Senate would reduce the flexibility of the Adjunct series.** By Bylaw 55.B.1, this memorial would require a vote of at least all tenured faculty in a department for appointment of an adjunct professor. Department chairs and divisional deans would no longer be able to enter into adjunct contracts at their discretion quickly and flexibly to advance the objectives of their unit.

**Including Adjunct Professors in the Senate would concentrate power over substantial department issues in the hands of department chairs.** Adjunct contracts often specify fixed terms, which this memorial would not change. The decision to seek reappointment is at the discretion of a department chair (or dean in the case of non-departmentalized schools). In most departments across the UC system, standard practice is that department chairs select nominees for adjunct positions. While Senate Bylaw 55.B.1 would (as noted) require a faculty vote on adjunct appointments if this memorial passed, this memorial would not change the authority of chairs to nominate candidates. Such a change would not be possible without further eroding the flexibility of the Adjunct series. Therefore, this memorial would confer significant new authority on department chairs to change the composition of the voting faculty in their departments, both through nomination and non-reappointment of adjunct professors. **Such concentration is a significant departure from the customary and historical practice across the UC system,** which confers control of both appointment and dismissal of voting faculty on voting faculty. Existing practice ensures that departments collectively choose their direction in research and curriculum instead of concentrating authority in any one person.

**Including Adjunct Professors in the Senate would create an illusion of equity.** A stated reason for expanding the Senate membership to include adjuncts is that, compared to ladder-rank or in residence faculty, adjuncts are more likely to be female or members of underrepresented minority groups (URM). Thus including adjuncts would, at first look, improve the diversity of the UC Senate faculty. However, adjunct faculty do not receive the same protections as ladder-rank and in-residence faculty and are generally not given the same (or necessarily any) resources to support their scholarship. **Meaningful improvements in faculty equity at UC will require UC to hire and invest in permanently-appointed and well-resourced URM and female faculty,** not merely reclassify a group of poorly-supported employees.

**Summary.** This memorial imposes a one-size-fits-all approach that does not work across the entire UC system. It will reduce the flexibility of the adjunct series, create a mismatch of voting rights and faculty competencies in many departments, and concentrate authority in department chairs. Further, while faculty diversity is an important objective, the memorial will not meaningfully diversity the UC faculty.

## Rebuttal to Arguments in Opposition to the Memorial to the Regents?

***“Many in these series have less than full time commitments to the University, retain significant commitments to outside institutions, or will return to the same following a brief stint on the UC faculty.”***

The Memorial is focused on faculty who are appointed at more than 50% time, the typical threshold for benefits, and an acknowledgement that they cannot have a large time commitment to any other institution than to UC. Many adjunct professors are career appointees who spend decades at UC, not transients. Transients would typically be appointed in Visiting Professor roles, not Adjunct roles. By placing a floor on the percentage time appointment, this approach would include dedicated Adjunct faculty who, for example, choose an appointment of less than 100% time for childcare responsibilities or other reasons, but do not have a larger commitment to any other institution. Balance of commitments in one’s life is particularly important to our younger faculty. Generational change requires the faculty to take work-life balance into consideration; having voices from the younger generation is key to the long-term health of shared governance.

***“These professionals bring important expertise to their programs, but it is not necessarily scholarly expertise.”***

Members of the Adjunct series have more flexibility in their roles and often focused roles. That focus, however, does not diminish the expertise that they bring to their positions nor the importance of those roles to the faculty writ large or University as a whole. For Adjunct faculty with an emphasis on research, that research is assessed as to whether it is of the highest scholarly caliber by their departments and by the Academic Senate Committee on Academic Personnel (CAP). Similar evaluations are made for Adjunct faculty whose focus is primarily on teaching, professional competence, or service. Nonfaculty academic (NFA) job titles such as Specialist are available for individuals whose jobs might not entail the same academic rigor required of faculty.

***“Meaningful improvements in faculty equity at UC will require UC to hire and invest in permanently-appointed and well-resourced URM and female faculty, not merely reclassify a group of poorly-supported employees.”***

This is a noble goal, but not realistic given the model of funding for UC. State-supported full time equivalent (FTE) professorial positions grow slowly or not at all and are insufficient for the widening goals of UC. For example, in the Department of Radiology and Biomedical Imaging at UCSF, there are fewer than 10 Ladder Rank Professor FTEs (the same number for decades) but the faculty has grown to over 150 professors in the other four academic lines (In Residence, Clinical X, Health Sciences Clinical, and Adjunct) to meet the demand for clinical, teaching, research and service roles. Adjunct professors serve critical roles without which departments could not function. As such, their voices should be heard in the governance of those departments and UC writ large.

Adding Adjunct faculty to the Academic Senate would not prevent the University from providing Adjunct faculty with greater support. To the contrary, giving excluded Adjunct faculty a voice in the Senate may increase pressure to provide that support. Currently, disenfranchised Adjunct faculty do not have the ability to participate in shared governance and advocate and educate leaders about their role and needs. The Senate should not be for only the most well-resourced and supported faculty. It should be for all faculty, especially those who could benefit from the Senate’s advocacy and protections.



From: U.C. Academic Senate  
To: President of the University of California, for transmission to the Regents  
Re: Health Sciences Clinical Faculty Series Academic Senate Membership Memorial to the Regents

The U.C. Academic Senate petitions the University of California Board of Regents to amend Standing Order 105.1.a to add to the Academic Senate each person giving instruction in any curriculum under the control of the Academic Senate whose academic title is Health Sciences Assistant Clinical Professor appointed at more than 50% time; Health Sciences Associate Clinical Professor appointed at more than 50% time; and Health Sciences Clinical Professor appointed at more than 50% time.

## History of the Memorial to the Regents

On April 18, 2024, the San Francisco Division of the Academic Senate considered the Memorial at its annual Division meeting.

On October 25, 2024, the UCSF Academic Senate Executive Council held a vote to approve the language of the two Memorials to the Regents. The language of these Memorials were approved.

From November 4 to November 18, 2024 the UCSF Academic Senate held an electronic vote to approve the Memorial. 296 Senate faculty voted to approve, 124 Senate faculty voted to reject, and 9 Senate faculty abstained (420 total yes/no votes). The Memorial was approved with 70.5% of Senate faculty in favor.

If non-Senate faculty are included in the results (Adjunct and Health Sciences Clinical), or total faculty at UCSF, 623 UCSF faculty voted to approve, 132 UCSF faculty voted to reject, and 11 UCSF faculty abstained (755 total yes/no votes). If the ballots of all UCSF faculty are included, this Memorial was approved with 82.5% of UCSF faculty in favor.

If only non-Senate faculty ballots are counted (Adjunct and Health Sciences Clinical), 327 UCSF non-Senate faculty voted to approve, 8 UCSF non-Senate faculty voted to reject, and 2 UCSF non-Senate faculty abstained (335 total yes/no votes). If the ballots of only the UCSF non-Senate faculty are counted, this Memorial was approved with 97.6% of UCSF non-Senate faculty in favor.

## Explanation of Provisions

This Memorial asks the UC Regents to add faculty in the Health Sciences Clinical (HSC) series with appointments greater than 50% to the Academic Senate. The request is directed to the Regents because the Regents set the membership of the Academic Senate in Regents Standing Order 105.1.

Senate membership has changed over the history of the University to include faculty from different series as those series were created and integrated into the University. In Residence faculty were added to the Senate in 1968, and Clinical X faculty were added in 1986. The University has a large and growing number of faculty in the HSC series who are not part of the Academic Senate.

Adding faculty in the HSC series to the Academic Senate would allow these faculty to vote on matters ranging from departmental decisions to systemwide questions. It would enable these faculty to serve on Senate committees and represent their campuses and colleagues. Many opportunities to participate in decision-making, develop leadership skills, and strengthen networks are restricted to Senate faculty.

If HSC faculty became members of the Senate, more faculty would have Senate-level protection of their rights and privileges. This includes the ability to bring a grievance to the Senate Privilege and Tenure Committees and a right to a hearing before the Privilege and Tenure Committee in disciplinary matters.

Expanding Senate membership to HSC faculty would not give HSC faculty tenure. That is a separate protection that is limited to faculty in the Ladder Rank series. Faculty in the In Residence and Clinical X series, who are members of the Academic Senate, do not have tenure. Similarly, HSC faculty do not have tenure, and this would not change if these faculty became Senate members.

Expanding Senate membership could give HSC faculty access to benefits that are limited to Senate faculty, but those benefits are typically campus-specific and are not inherent to Senate membership. Each campus would need to address whether benefits that the campus limits to Senate faculty should be extended to HSC faculty.

A systemwide benefit of Senate membership is eligibility for the Mortgage Origination Program. While this is an important Senate benefit and valuable recruitment tool, it impacts a small number of faculty. It is not an entitlement; it is an opportunity to apply for a loan under specific recruitment and retention circumstances. If HSC faculty became eligible for MOP loans, it would not require the university to increase funding for MOP loans. However, the MOP office may need more administrative support if expanding Senate membership increases applications. Regardless of whether Senate membership is expanded, the MOP loan program may need restructuring, given its recent financial challenges.

Expanding Senate membership to HSC faculty would add many faculty to the Senate, which would affect proportional representation in the systemwide Academic Assembly. Academic Assembly's membership is set by a Senate Bylaw, not a Regents Standing Order, and could be adjusted by the Senate if needed. Regents Standing Order 105.1 allows for limits on faculties of the professional schools to ensure that other schools and colleges of the University maintain self-governance. The Order states, "Members of the faculties of professional schools offering courses at the graduate level only shall be members also of the Academic Senate, but, in the discretion of the Academic Senate, may be excluded from participation in activities of the Senate that relate to curricula of other schools and colleges of the University." This provision ensures that HSC faculty

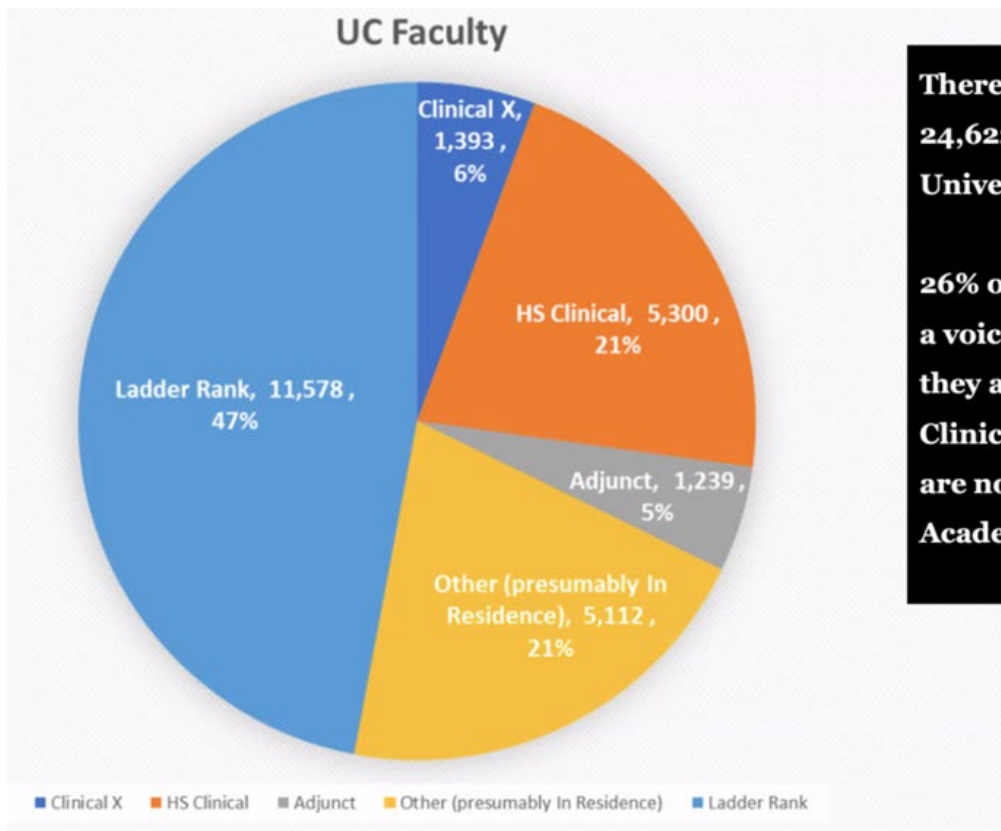
could join the Senate and participate fully in their departments and schools without overwhelming the rest of the shared governance infrastructure.

If approved by the Senate faculty, this Memorial would ask the Regents to add HSC faculty with appointments greater than 50% to the Academic Senate and give them both the rights and responsibilities of Senate membership. If the Memorial is approved and the Regents do add HSC faculty to the Senate, the Senate and its Divisions would have both the need and the authority to adjust their internal rules to best integrate HSC faculty.

## Argument in Support of the Memorial (Pros)

All faculty contribute significantly to the university, and all faculty should have a voice in the Senate. A vote in favor of this Memorial recognizes the contributions of HSC faculty and welcomes them into the work of shared governance.

There are approximately 24,622 UC faculty, and 26% of these faculty do not have a voice in governance because they are in the HSC or Adjunct series. They cannot vote on departmental matters. They cannot serve on systemwide committees. Yet, they undergo academic reviews and must demonstrate excellence in research/creative work, teaching, and service just as other faculty members do. These faculty should have a voice and vote in shared governance. Their exclusion diminishes their contributions and their voices.



**There are approximately 24,622 faculty at the University of California.**

**26% of the faculty do not have a voice in governance because they are in the Health Sciences Clinical or Adjunct series, and are not members of the Academic Senate.**

UCSF has long had concerns about this, and over a decade ago, UCSF amended its Senate rules to allow faculty in the HSC and Adjunct series to vote on UCSF matters and to serve on UCSF committees. UCSF was rewarded with a more representative Senate, a larger and more diverse pool of volunteers, and a more cohesive faculty that is less concerned with faculty series and more concerned with faculty contributions. The entire University of California could benefit from taking the same step and adding HSC faculty to the Senate.

[HSC faculty fulfill the tripartite mission of the University and should be part of shared governance.](#)

HSC faculty do high-quality academic work, just as Senate faculty do. As required by APM 210, all faculty, including Health Sciences Clinical faculty, work to attain "superior intellectual attainment" in "(1) teaching, (2)

research and other creative work, (3) professional activity, and (4) University and public service”. The table below shows the evaluation criteria. All faculty are expected to achieve high standards that are not only worthy of employment and advancement, but also a voice in shared governance.

## Characteristics of Academic Professor Series and MSP

|  | Ladder Rank APM 220 | In Residence APM 270 | Clinical X APM 275 | Health Sciences Clinical APM 278 | Adjunct APM 280 | Management & Senior Professional |
|--|---------------------|----------------------|--------------------|----------------------------------|-----------------|----------------------------------|
| <b>Senate Academic Review: CAP using APM 210</b> | <b>Yes</b>          | <b>Yes</b>           | <b>Yes</b>         | <b>Yes</b>                       | <b>Yes</b>      | <b>No</b>                        |
| Research / Creative Work                         | Yes                 | Yes                  | Yes: Dissemination | Yes: Creative Activity           | Varies          | No                               |
| Teaching / Mentoring                             | Yes                 | Yes                  | Yes                | Yes                              | Varies          | No                               |
| Professional Competence                          | Yes                 | Yes                  | Yes                | Yes                              | Varies          | Yes                              |
| University / Public Service                      | Yes                 | Yes                  | Yes                | Yes                              | Varies          | No                               |
|  |                     |                      |                    |                                  |                 |                                  |
| Eligible for Tenure                              | Yes                 | No                   | No                 | No                               | No              | No                               |
| <b>Senate Membership</b>                         | <b>Yes</b>          | <b>Yes</b>           | <b>Yes</b>         | <b>No</b>                        | <b>No</b>       | <b>No</b>                        |
| <b>Percent Time</b>                              | <b>100%</b>         | <b>100%</b>          | <b>100%</b>        | <b>0-100%</b>                    | <b>0-100%</b>   | <b>0-100%</b>                    |
| Primary Source of Comp                           | State FTE + Grants  | Grants + Clinical    | Clinical + Grants  | Clinical                         | Varies          | Varies                           |
| Appointment Length                               | Open-ended          | Open-ended           | Termed             | Termed                           | Termed          | Termed                           |

Adapted from the *UCSF Faculty Handbook*.

The Memorial does not seek to add Management and Senior Professionals to the Academic Senate.

The Memorial does not seek to add UC employees who only do clinical work to the Senate. UC employees fully engaged in clinical care are hired under job titles such as Management and Senior Professionals (MSPs) and do not go through academic reviews. Clinicians hired as MSPs make important contributions, but they are not engaged in the academic work of the University like faculty. The proposed Memorial asks the Regents to add faculty to the Senate, not MSPs.

**Adding HSC faculty to the Senate would help the Senate engage with the University’s growing health system.**

Adding HSC faculty to the Senate would enable the Senate to be more engaged in health sciences issues and UC’s growing clinical enterprise, which affects the operational, administrative, and fiscal health of the entire university. HSC faculty who prioritize education and research/creative work alongside their clinical work are steeped in the challenge of balancing clinical care with academic work. HSC faculty are, arguably, the people who are most invested in making sure that UC and its health centers are faithful to UC's academic mission.

They chose careers in academic health, prioritizing their passion for advancing the health of Californians through research, education, and clinical care over profit in private practice. They should be a part of the Senate, so they can partner with the administration in finding the right balance systemwide.

Health sciences work would not replace the work of the existing Senate if HSC faculty were added to the Senate. Instead, the Senate could do more. Currently, the systemwide Health Care Task Force (HCTF) is the only Senate committee focused on health sciences and clinical care. The HCTF is charged to

- (1) review and analyze UC employee health plans;*
- (2) advise on issues of faculty welfare in academic, research, and clinical settings at UC Health Systems; and*
- (3) advise on the management of the UCOP Division of UC Health, and of UC Health Systems.*

This is a large charge that could easily be distributed to multiple committees, staffed, in part, by HSC faculty whose welfare is a subject of the HCTF's charge, but who have no voice in shared governance.

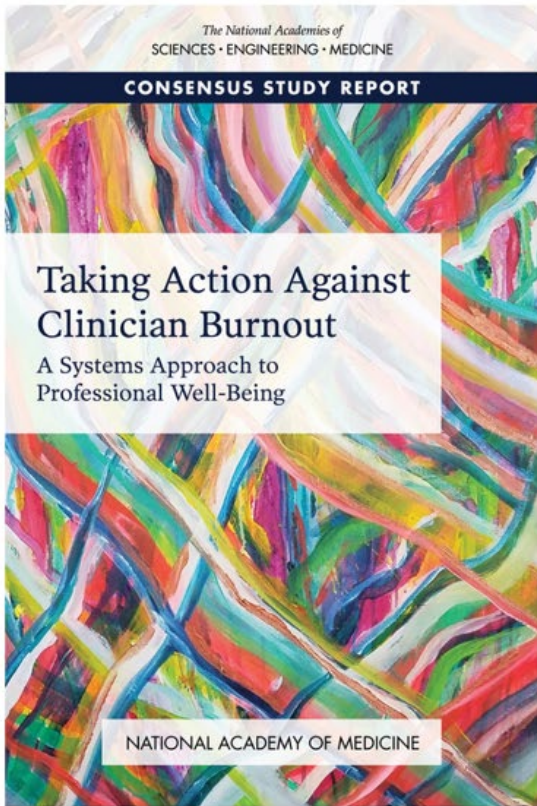
Work related to clinical care and health sciences should supplement, not replace, the existing work of the Senate. [Regents Standing Order 105.1](#) provides,

*“Members of the faculties of professional schools offering courses at the graduate level only shall be members also of the Academic Senate, but, in the discretion of the Academic Senate, may be excluded from participation in activities of the Senate that relate to curricula of other schools and colleges of the University.”*

This existing rule should give faculty outside the health sciences confidence that the Senate will be able to maintain its focus on issues that affect the general faculty and undergraduates if HSC faculty join.

### [Welcoming HSC Faculty to the Senate Could Help Alleviate Lack of Involvement in Decision-Making that Correlates with Burnout.](#)

Expanding Senate membership to include HSC faculty could help alleviate the high levels of burnout among health sciences faculty. Feeling unable to participate in decision-making contributes to burnout. Senate membership would give HSC faculty a pathway for engagement with leaders that could lead to improved dialogue, working conditions, and job satisfaction.



### Job Control, Flexibility, and Autonomy

Job control (also referred to as job decision latitude), flexibility, and autonomy are associated with clinician burnout. For this discussion, autonomy can be defined as the amount of freedom an individual has to control and plan his or her work activities and the input that an individual has in decisions that affects the work (Maslach and Leiter, 2008).

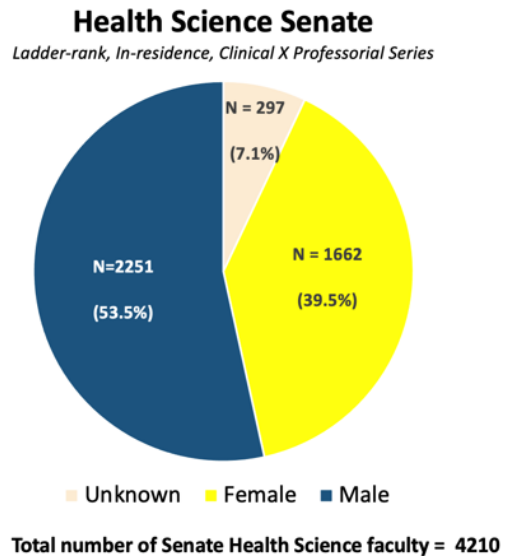
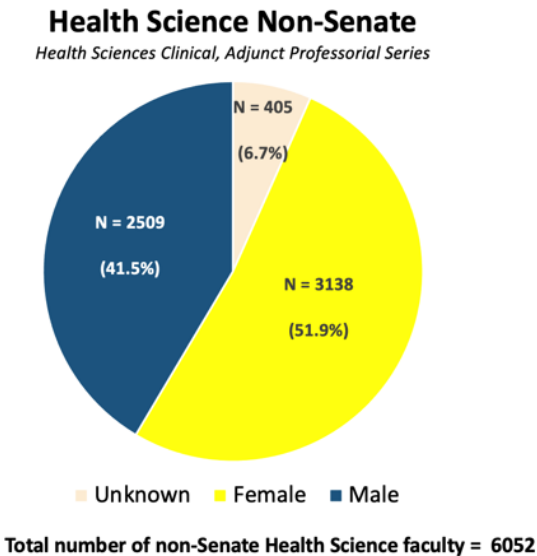
#### Physicians

Several cross-sectional studies of physicians have reported a low sense of control over the practice environment, little autonomy, and lack of involvement in decision making correlate with burnout (Campbell et al., 2001; Gabbe et al., 2002; Gregory and Menser, 2015; Linzer et al., 2009; Oskrochi et al., 2016). For example, in a study of chairs of obstetrics and gynecology, low perceived control over professional life was independently associated with burnout after controlling for work-life integration, partner support, and current work-related stressors (Gabbe et al., 2002). A small longitudinal study of primary care physicians indicated that job control played a central role in physicians' experience of burnout and emphasized the need for physicians to be involved in practice-related decisions as a key strategy for reducing burnout (Gregory and Menser, 2015).

Expanding Senate membership will help the Senate reflect the diversity of the faculty.

The excluded HSC faculty are disproportionately female and young. By expanding Senate membership to HSC faculty, the university would break a structural barrier that unintentionally excludes women and younger faculty from governance, and it would allow the Senate to better reflect the full faculty.

### Health Science Faculty by Senate Status and Gender

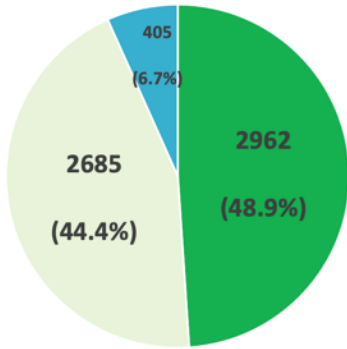


SOURCE: UC Path, September 5, 2023



## Senate Inclusion by Health Science Faculty's Identified Race

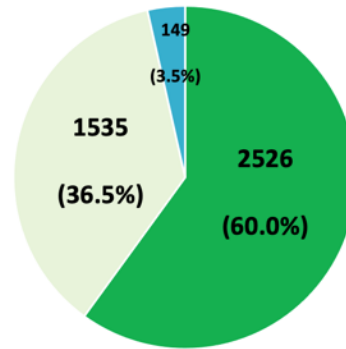
**Non-Senate  
Health Science Faculty**



■ White ■ URG + Asian ■ Other

**Total N = 6052**

**Senate  
Health Science Faculty**



■ White ■ URG + Asian ■ Other

**Total N = 4210**

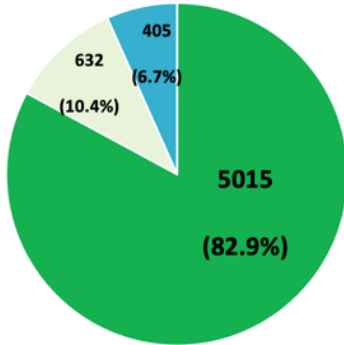
Health Science Faculty included are HS Clinical, Adjunct, Clinical X, In-residence, Ladder-rank (not Unit 18).

URG = Under-represented Groups, which include Hispanic/Latinx, American Indian or Alaska Native, Black or African American, Native Hawaiian or other Pacific Islander  
Other = Multiple and unknown races

SOURCE: UC Path, September 5, 2023

## Senate Inclusion by Health Science Faculty's Identified Race

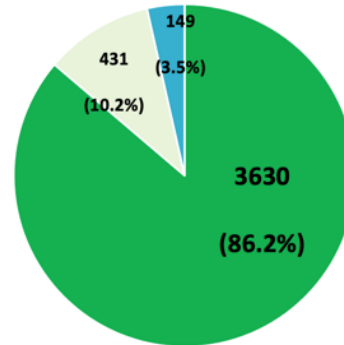
**Non-Senate  
Health Science Faculty**



■ Non-URG ■ URG ■ Other

**Total N = 6052**

**Senate  
Health Science Faculty**



■ Non-URG ■ URG ■ Other

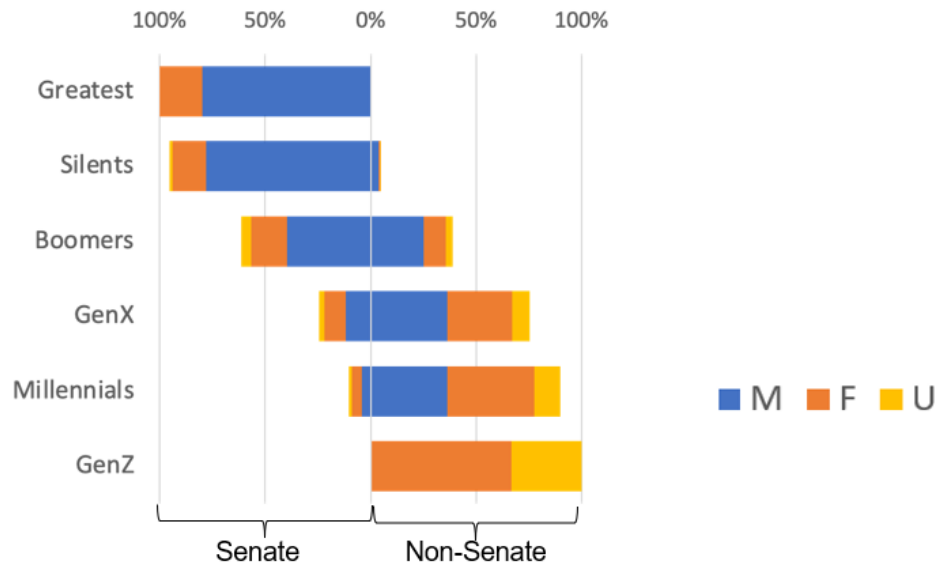
**Total N = 4210**

Health Science Faculty included are HS Clinical, Adjunct, Clinical X, In-residence, Ladder-rank (not Unit 18).

URG = Under-represented Groups, which include Hispanic/Latinx, American Indian or Alaska Native, Black or African American, Native Hawaiian or other Pacific Islander  
Other = Multiple and unknown races

SOURCE: UC Path, September 5, 2023

# 2023 Gender Representation in Academic Senate by Generation: David Geffen SOM at UCLA



## Conclusion

A vote in favor of the Memorial is a vote in favor of creating a more inclusive Senate that will represent the larger, more diverse faculty the University already has. This larger and more inclusive Senate will have the potential to be a more powerful partner in shared governance, especially in the health sciences where UC's growing health system needs a strong faculty voice. We urge you to vote in favor of the Memorial.

## Rebuttal to Argument in Support of the Memorial to the Regents

### ***“HSC Professors fulfill the tripartite mission of the University, and do the same high-quality work as teachers, researchers, and clinicians as other faculty”***

This is inaccurate. The requirements at UCSF for research/creative work state, “This work can be internal and does not need to be disseminated.” It [specifies](#) a range of qualifying activities that differ substantially from the scholarly and creative activities required of other series. Many HSC faculty have less than full time commitments to the University, which we believe by itself should limit their involvement and participation in shared governance. No HSC employee has been denied promotion for lack of scholarly or creative activity. ([UCSF](#)) That is, there is no meaningful review of HSC according to standard academic criteria.

### ***“Grant funding rates for the HSC faculty series are outpacing Senate faculty.”***

The growth in funding for HSC faculty lags far below their growth in numbers, and percent growth is always larger when starting from a small number. Growth in total funding to the Ladder Rank faculty has occurred even as [their numbers have dwindled](#). And per person (pp), HSC faculty lag far behind the other series at \$8,000pp vs. \$35,000pp (ClinX), \$224,000pp (In-Res), and \$460,000pp (Ladder Rank).

### ***“Retaining the status quo disenfranchises HSCs.”***

We understand, but believe there are valid reasons for this as we explain in depth in our Con statements: primarily, the possibilities for reduced commitments to the core (i.e., tripartite) missions of the university, the possibilities for less than a full-time commitment, the fact that growing numbers are stationed at clinical outposts that are increasingly far-flung intellectually and geographically from the University Campuses in San Francisco, and the lack of meaningful academic review in the series.

### ***“Enlarging Senate membership will improve gender equity within the Senate.”***

HSC faculty do not receive the same protections as ladder-rank and in residence faculty and are generally not given the same (or necessarily any) resources to support their scholarship. **Meaningful improvements in faculty equity at UC will require UC to hire and invest in permanently-appointed and well-resourced URM and female faculty**, not merely reclassify a group of poorly supported employees.

According to UCSF surveys on faculty climate, at least half of HSC faculty (far more than for other series) do not intend to spend their entire careers at UCSF. Satisfaction rates are considerably higher than for faculty in other series. Among those who leave, pay, the cost of living, and lack of administrative support are the top 3 reasons cited for leaving. We doubt that a lack of voting in the Senate contributes to any of this turnover, or is responsible for a poor campus climate for this group of clinicians.

### ***“Change in Series (CIS) actions are administratively burdensome, and not always possible.”***

CIS’s are not more burdensome than the usual reviews associated with promotions or accelerated advancements, which already entail multiple levels of review, including by the Committee on Academic Personnel. If a department is unable to fully resource a faculty position in the senate series, it should not be offering less well supported appointments for equivalent work outside the Senate.

### ***“Increases the pool of faculty eligible to serve in the Senate.”***

We do not share any concern that Senate membership today (N = 1,730 at UCSF, 14,477 systemwide) is too small to ensure its adequate functioning.



## Argument in Opposition to the Memorial to the Regents

UCSF educates just 3,100 (or 1.3%) of the University of California's ~296,000 students, and none (or 0.0%) of its ~233,000 undergraduates. Nevertheless, with these Senate Memorials, it is demanding a nearly 20% and constantly growing share of the vote in the Senate. Large numbers of strictly clinical faculty would also stream in from UCLA, UCSD, UCD and UCI, leading to significant imbalances in representation by discipline and degree type. This is plainly anti-democratic and illogical in the extent to which a limited number of graduate clinical specialties would come to dominate the entire University Senate – with its many and diverse disciplines, academic missions, and academically diverse student and faculty populations.

UCSF's faculty of 4,057 is the second largest of the entire UC System, outnumbers its own student body, and is larger than the faculties of UCSB, UCR, UCSC, and UCM combined. Moreover, the clinical programs and health science concerns are already well represented within the academic Senate series. A majority of UCSF Senate faculty today possess clinical degrees and maintain active clinical practices, ensuring adequate representation of clinical concerns under the status quo.

The HSC series contributes to similar imbalances at UCSF. Of the 1,860 HSC faculty, only 9 (or 0.5%) are in the School of Pharmacy, 63 (or 3.3%) in the School of Nursing and 86 (or 4.6%) in the School of Dentistry. The fact that 92% of the HSC faculty are from a single school contributes to the over-representation of the SOM in our Senate. Similarly, the Ph.D. holding faculty across all four Schools whose main activity is research would be outnumbered further by a clinical faculty whose concerns are driven as much by revenue as by the pursuit and dissemination of new knowledge.

In just the last decade, the UCSF faculty has exploded in size from 2,431 to the current 4,057 (or 167% growth; with more than 3 new faculty entering the system every week, on average). This growth has been driven by a more than doubling of the HSC ranks (by an astonishing 234% since 2014), while the Ladder Rank series has actually shrunk by -5%. Little of this growth has been determined by the programmatic or academic needs of the University, as the student and trainee populations have remained constant; rather, it has been driven almost entirely by the expansionist, corporate interests and staffing needs of UCSF Health. UCSF and the wider University of California risk becoming little more than HR service providers for UC Health, which is for-profit in all but name.

Importantly, we are not making judgements on the worth, importance, or significance of the work performed by faculty in the various series; instead we are distinguishing work that is primarily healthcare versus work that is primarily academic or scholarly. We take it as a given that all UC faculty, staff, students, trainees and affiliates are excellent and dedicated in the work they do, and that all of it is valuable and worthwhile. Indeed, most would agree that the life-saving work of the nurses, dentists, doctors and pharmacists at UCSF is more noble and important than much of the work performed in the academic cloisters of the Campus. But there are real differences in the duties and types of work performed by the HSC faculty and the standards and manner in which they are evaluated for appointment and promotion. HSC faculty are hired without performing an open search for the most qualified (or diverse) candidates. This generally privileges internal hires and limits the benefits to us of diverse outside perspectives and experiences. It is generally agreed this leads to uniformity of thought and reduces quality over time. Because academic positions are so few in relation to the number of advanced degree holders we produce, an aspect of good academic citizenship is in extending equal opportunity to all qualified candidates from throughout the nation and the world.

For those who seek a change of series into the Senate, the University routinely flouts its own [policies](#) that **require** open searches in most cases. In defiance of the Regents (Bylaw 40.3(c)) and the President (APM133), UCSF ignores the eight-year rule for HSC Assistant Professors. Finally, the requirements for teaching and creative/scholarly work are minimal. True, some HSC faculty perform superbly in these aspects, but the point is they are not required to do so and their advancement does not depend on it. [Academic](#) Affairs states variously that “<1%” of HSC have been denied promotion to date and that “No SOM faculty have been denied on-time advancement for lack of creative work since the specific requirement was added to the APM.” This is not the sign of a healthy, functioning, and rigorous advancement and promotion review process.

The vast majority of recent additions to the HSC series have entered the faculty simply because they were employed at a facility that UCSF Health purchased, and a surprising number have wanted nothing to do with an academic appointment at UCSF. Moreover the pace and volume with which they have entered the faculty has curtailed any meaningful and thorough academic review. A second CAP has been established, and even then the volume of files for review is so large that reviews are cursory, and have become increasingly capricious and arbitrary even for the Senate series. This raises significant concerns of fairness and equity across the series, and the rigor and quality of academic review.

## Rebuttal to Argument in Opposition to the Memorial to the Regents

***“UCSF educates a small percentage of UC’s students but has a large faculty.”***

UC students have a Student Regent to represent their interests on the Board of Regents. This proposal is to enlarge the Senate so that it is representative of the faculty. If the fastest-growing group of the faculty is excluded from shared governance, the Senate will become less and less representative of the faculty, thereby undermining its authority and relevance in a changing university.

***“This is plainly anti-democratic and illogical in the extent to which a limited number of graduate clinical specialties would come to dominate the entire University Senate – with its many and diverse disciplines, academic missions, and academically diverse student and faculty populations.”***

Democracy in our nation involves such cherished concepts as one person one vote and no taxation without representation. These ideals should also be reflected in the shared governance of our public university. Because most of the growth of UC is in health sciences, excluding HSC from shared governance is anti-democratic. These faculty serve the core missions of the University and account for an increasingly large percentage of the teaching and financial resources on which the University depends. To exclude the health sciences today would be analogous to excluding the natural sciences in 1868 or the engineering sciences in 1968; the University’s governance needs to reflect the actual composition of its faculty, which evolves over time.

Regents Standing Order 105.1 already protects against any graduate specialty dominating the Senate. The Order provides, “Members of the faculties of professional schools offering courses at the graduate level only shall be members also of the Academic Senate, but, in the discretion of the Academic Senate, may be excluded from participation in activities of the Senate that relate to curricula of other schools and colleges of the University.”

Completely excluding HSC faculty from the Senate prevents them from participating at all levels of shared governance, including their departments and schools that have a clear impact on their lives and careers. If there are instances when HSC faculty should be excluded from participating in matters outside of their schools and colleges, that is already expressly allowed.

This proposal is not a trojan horse for a health sciences takeover of the Senate. Adding HSC faculty to the Senate would give the Senate greater capacity to engage in health sciences issues. That should not come at the expense of the work the Senate already does. A bigger and more inclusive Senate should draw from its many new members to better engage with, monitor, and challenge UC’s health system to align with UC’s academic mission. It is neither anti-democratic nor illogical to allow HSC faculty to have a voice and a vote in this work, nor is it anti-democratic or illogical to give the Senate greater capacity to do health sciences work.

***“Importantly, we are not making judgements on the worth, importance, or significance of the work performed by faculty in the various series; instead we are distinguishing work that is primarily healthcare versus work that is primarily academic or scholarly. We take it as a given that all UC faculty, staff, students, trainees and affiliates are excellent and dedicated in the work they do, and that all of it is valuable and worthwhile. Indeed, most would agree that the life-saving work of the nurses, dentists, doctors and pharmacists at UCSF is more noble and important than much of the work performed in the academic cloisters of the Campus.”***

All HSC faculty are engaged in academic and scholarly work, and much of that work is done simultaneously with healthcare work. Medical, nursing, pharmacy, and dental students, residents, and fellows are taught by HSC faculty on the job. It is often impossible to separate the teaching, research, and clinical work that HSC faculty do because so much of it is done concurrently. If an HSC faculty member is demonstrating a procedure for a medical resident while they both care for a cancer patient in a clinical trial that is part of the faculty member’s research, is that “healthcare work” or “primarily academic or scholarly”? HSC faculty should be members of the Academic Senate because they are faculty, do academic work, and are subject to academic reviews. The fact that their academic work is entwined with their clinical

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work should not keep them from having a voice and a vote.

***“The vast majority of recent additions to the HSC series have entered the faculty simply because they were employed at a facility that UCSF Health purchased, and a surprising number have wanted nothing to do with an academic appointment at UCSF.”***

In the recent purchase of St. Francis and St. Mary’s hospitals by UCSF Health (which is most analogous to purchases by other UC health systems around the state), fewer than a dozen health care providers at these hospitals have sought appointment into the academic HSC series because they expect to educate trainees. The other 1,000+ health care providers at St. Francis and St. Mary’s have no academic appointment and are distributed between various non-faculty roles such as Management and Senior Professional (MSP) to serve as staff physicians without teaching, research, or service responsibilities. The purchase of Oakland Children’s Hospital several years ago involved a research institute as well as a clinical staff, and thus the makeup of job descriptions involved more academic roles. As teaching is a core function of the University, inclusion of HSC professors in the Senate ensures Senate oversight of teaching at increasingly diverse locations as our health systems grow.