

September 3, 2020

Lucy Avetisyan, Associate Vice Chancellor & CIO  
James Bisley, Assistant Professor, Neurobiology, DGSOM  
Tina Christie, Interim Dean of the Graduate School of Education & Information Studies, *Co-Chair*  
Serena Does, Research Scientist, Office of Equity, Diversity & Inclusion  
Robert Gould, Senior Lecturer, SOE and Undergraduate Vice Chair, Department of Statistics  
Mark Kaplan, Professor of Social Welfare, Luskin School of Public Affairs  
Sheila King, Interim Chief of Staff and Assistant Dean for Strategic Initiatives, UCLA Extension  
Patricia Phelps, Professor, Integrative Biology & Physiology, Vice Chair of Undergraduate Education, Division of Life Sciences  
Ginny Steel, University Librarian  
Eileen Stempel, Dean of the Herb Alpert School of Music, *Co-Chair*

Dear Colleagues,

Thank you for agreeing to serve as a member of the Administration of Teaching, Learning and Services Committee (ATLAS).

The focus of the committee will be to examine ways in which we can better coordinate and manage the administration, organization, and resources for campus units that provide critical support and services to teaching, learning, training, pedagogy, learning management systems, classroom support, assessment and evaluation, as well as in some instances engaging in research related to these areas. The particular centers and initiatives that the committee is asked to consider in its mandate include but are not limited to:

- Center for the Advancement of Teaching (CAT)
- Online Teaching and Learning Initiative (OTLI)
- Center for Education, Innovation and Learning in the Sciences (CEILS), and include the Center for the Integration of Research, Teaching and Learning (CIRTL)
- Excellence in Pedagogy and Innovative Classrooms (EPIC)

A copy of the committee charge, which outlines the specific areas of inquiry that I would like you to consider, is attached to this letter. My expectation is that the committee will submit its report and recommendations by no later than the end of Fall Quarter 2020.

Thank you for this important service to UCLA.

Sincerely,



Emily A. Carter  
Executive Vice Chancellor and Provost

Attachment

CC: Laurie K. Summers, Assistant Provost and Chief of Staff to the Executive Vice Chancellor and Provost

## **Administration of Teaching, Learning and Services Committee (ATLAS)**

### **Committee Charge**

In addition to asking areas of campus administration to define a “hub and spoke” model, we are also looking for opportunities where we could adopt a similar model in academic operations to ensure the greatest efficiency, impact, and uniform quality in all aspects of the academic enterprise.

Currently, across campus there are a number of units in different divisions, schools and administrative areas that provide critical support and services to teaching, learning, training, pedagogy, learning management systems, classroom support, assessment and evaluation as well as in some instances engaging in research related to these areas.

The focus of the committee will be to examine ways in which we can better coordinate and manage the administration, organization and resources for these units in order to provide optimal support to undergraduate and graduate education across the entire campus. The committee is asked to pay particular attention to working towards creating a strong, cost-effective support and service model within the constraints of anticipated reduced budget resources. The intent of this reorganization initiative is not to just move around existing structures intact but to approach the task at hand with a mandate to effect change where necessary and appropriate and to reconfigure in a meaningful way the administration of teaching and learning services and support across the entire UCLA campus.

Specific areas of inquiry and recommendation for the committee include:

- Creation of an inventory and categorization of existing services and support, including where they are currently located
- Identification of areas of duplication/redundancy, what we should no longer be doing and what we need to start doing that we are not doing now
- In terms of organizational location, what areas would benefit from being located centrally or in a distributed manner – “hub and spoke”
- In terms of physical location, what areas would benefit from being located centrally or in a distributed manner?
- Creation of a revised structural organizational chart outlining the type and level of leadership required (but not naming specific individuals) and the areas of responsibility (services and support)
- Examination of current staffing levels and structures to determine where we need to redeploy, retrain, add or reduce staff in order to best deliver the support and services in the new administrative organizational structure
- How to reassign/reallocate existing budget resources to support the administrative reorganization, including identification of units that should be cost recovery, fee for service and those that need to provide a base level of service and support to the entire campus and require central support
- Identification of existing best practices and models of support in the centers and initiatives that could be emulated across campus.

### **Centers, Initiatives Included in this Review**

- Center for the Advancement of Teaching (CAT)

*August 19, 2020*

- Online Teaching and Learning Initiative (OTLI)
- Center for Education, Innovation and Learning in the Sciences (CEILS) and include the Center for the Integration of Research, Teaching and Learning (CIRTL)
- Excellence in Pedagogy and Innovative Classrooms (EPIC)

**Deadline for receipt of Committee report and recommendations:**

End of Fall Quarter 2020

*August 19, 2020*