

COMMITTEE ON COMMITTEES  
ANNUAL REPORT: 2012-13

To the Faculty Legislature, Santa Barbara Division:

This annual report is divided into four sections:

- An Introduction that summarizes the scope of the Committee's activities;
- A description of the Committee's recruitment methods and its outcomes;
- Identification of Academic Senate Councils or Committees that are particularly difficult to fill, and;
- Recommendations for 2013-2014

## I. INTRODUCTION

### PURPOSE

The purpose of the Committee on Committees is appropriately to staff Senate councils and committees, and to recommend individuals and slates for other committees as requested. (Bylaw 90A.)

The Committee on Committees (CoC) met 19 times during 2012-2013. The Committee discharged its usual duties of appointing members to the Senate councils and standing committees, and recommending faculty to serve on administrative committees and certain search committees as summarized below. Based on this activity, the Committee offers several comments below regarding: the response to the annual Call for Volunteers and the character of the volunteer pool; committee workload; recruitment method and outcomes; challenges; and recommendations for future activity.

### THE VOLUNTEER POOL FOR UNIVERSITY SERVICE

As has been the case for ten years, the Call for Volunteers was sent out via the Senate listserv and all Academic Senate faculty were invited to fill out the form electronically, indicating the Academic Senate committees and councils on which they would like to serve during the 2013-2014 academic year. In winter 2013, 179 Senate members responded to the call; this represents a 3.4% increase in responses in comparison to the prior year.<sup>1</sup> Although this is a welcome increase, the number of volunteers still represents approximately only 21 % of the 831 active Senate faculty (excluding emeriti) on campus.

As an ongoing component of CoC's activities, the Committee expresses its appreciation to all those individuals who were willing to serve on Senate councils and committees. CoC continues to encourage all faculty to volunteer for Senate service when asked to do so.

CoC tries to balance various faculty interests and personal attributes (discipline, gender, campus experience, Department representation etc.) and found that the volunteer pool was not sufficiently

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Winter 2013	179 faculty volunteered
Winter 2012	173 faculty volunteered
Winter 2011	155 faculty volunteered
Winter 2010	127 faculty volunteered
Winter 2009	109 faculty volunteered

large and diverse enough to enable the CoC to fill all committee assignments. Details of the efforts of the Committee to fulfill its charge are as follows.

#### **COMMITTEE WORKLOAD**

**Senate Councils and Standing Committees.** The Committee undertook appointment of Senate members, Lecturers, Librarians, and Professional Researchers to the councils and standing committees. The Committee also appointed numerous replacements to councils and standing committees throughout the year.

**Administrative Requests.** In response to requests from the Chancellor's Office, Administration and from UCOP, the Committee nominated or appointed Senate members to numerous joint Senate/Administrative committees and boards, including:

**Administrative Committees.** CoC recommended faculty nominees for the following administrative committees:

- Advisory Committee on Campus Access
- Career Development Awards & Fellowship Committee
- Food Vendor Selection Committee
- Intercollegiate Athletics Policy Board
- IT Council
- Ombuds Advisory Committee
- Parking Ratepayers Tax Board
- Research Portfolio Group
- Review Committee for Dean Marshall
- Review Committee for Dean Wiltzius
- Review Panel for Call for Proposals, Mellichamp Cluster Chair
- Student Fees Advisory Council
- Working Group on Changing Teaching & Publication Merit Review

**Search Committees.** CoC nominated Senate members for a variety of search committees, including the following:

- Director of the Center for Black Studies Research Search Committee
- Director of Transportation and Parking Services Search Committee
- Executive Vice Chancellor Search Committee
- UC President Search Committee
- UC Riverside Chancellor Search Committee
- Vice Chancellor of Administrative Services Search Committee

**University Committee on Committees.** The UCOC appoints the Chairs and Vice-Chairs of all systemwide Senate committees as well as the general membership of all other Senate committees that report to the Assembly. Associate Professor Edwina Barvosa was the Committee on Committee's representative to the UCOC for the 2012-13 academic year. Professor Barvosa participated fully in UCOC activities and, with the assistance of CoC, nominees from UCSB were well represented on systemwide committees.

**General recruitment activity.** The Committee was mindful to maintain—and when possible to increase—the diversity of the membership of standing and administrative committees. CoC was

attentive to the balance of various factors including the gender and ethnic representation of committee members, as well as to diversity in disciplinary and professional backgrounds. The Committee made a special effort to invite recently tenured faculty into university service, as well as those who had recently joined UCSB's faculty. In addition, the Committee aimed to engage senior faculty whose service had lapsed or who were otherwise overdue to participate in UCSB's governance.

**Divisional Election System to the Committee on Committees.** The COC continues to endorse the divisional election system to the Committee on Committees, with positions delegated to the Sciences and Engineering, Humanities and Fine Arts and College of Creative Studies, and Social Sciences and Education. This structure serves the Committee and the campus well by ensuring that faculty who are familiar with each of these broad areas serve on the Committee.

## II. RECRUITMENT METHODS AND OUTCOMES

During the 2012-13 academic year, COC used the Call for Volunteers distributed by email to all UCSB faculty as the primary method to identify and to recruit faculty members who would be willing, qualified, and eligible to serve on Academic Senate councils and committees during the 2013-2014 academic year.

Highlights of the major outcomes and considerations are as follows:

- i. **179 faculty** responded to the Call for Volunteers solicited by UCSB's Academic Senate, either offering their service on one or more particular committees or expressing a general interest in campus governance. This represents an increase of 3.4% over the year before when 173 Senate members volunteered.
- ii. **135 faculty** are necessary to fill the minimum membership in all of the Academic Senate councils/committees, although in any given year, there are members who are continuing their service as most councils and committees have an expectation of a three-year term.
- iii. **For the 2013-2014 academic year, the CoC filled 60 vacancies among these councils/committees;** on several committees, we provided more than the minimum number of members necessary when this was requested by a Chair and agreed upon by CoC.
- iv. **Of the 179 faculty who volunteered, 57 were placed on committees, usually the committee or council listed as their first or second choice.** CoC could not place some volunteers because of the need to strive for gender balance, ethnic diversity, disciplinary expertise and balance, professional background and/or Departmental or Divisional balance. Consequently, **the Committee needed to recruit 21 committee members** who were not among those who volunteered to fill vacant positions (this number includes faculty who ended their term of service prematurely). In addition to this activity, CoC responded to two additional mid-year requests for new members. In the first instance, one member of CAP resigned and we moved to replace this colleague. In the second instance, cases for CAP review were backlogged in arriving at CAP producing a larger-than-usual number of cases for review in the Sciences and Engineering in a short period of time. CoC responded by securing an additional short-term member of CAP from among recent CAP alumni. Given the short notice, this was a difficult task, but one CoC ultimately completed in time to meet CAP's heightened needs.

**Table 1: Number of invitations offered to faculty but were declined, relative to the number of vacancies for each committee or council**

<b>Committee Name</b>	<b># of vacancies filled for 2013-14</b>	<b># of new members who volunteered through the call</b>	<b># of new members who were recruited independently</b>	<b># of invitations accepted</b>	<b># of invitations declined</b>	<b>Ratio of # of declines / the number of vacancies</b>
CAP	4	4	1	5	0	0/4
CFIA	6	6	2	8	1	1/6
Charges	2	0	1	1	0	0/2
CIE	5	4	0	4	0	0/5
COC	4	N/A	1	1	0	0/4
CPB	9	9	3	12	3	3/9
CRIR	10	6	4	10	3	3/10
D&E	5	5	3	8	1	1/5
GC	9	7	1	8	3	3/9
P&T	3	4	0	4	0	0/3
RJ&E	2	2	0	2	0	0/2
UgC	10	10	5	15	13	13/10
<i>Totals</i>	<i>60</i>	<i>57</i>	<i>21</i>	<i>78</i>	<i>24</i>	<i>-</i>

**Table 2: Distribution among departments of faculty who accepted, declined to serve on Senate committees**

<b>Department</b>	<b>Department FTE (active, not emeriti)</b>	<b># of faculty who volunteered through the call for volunteers</b>	<b># of faculty who accepted to serve</b>	<b># of faculty who declined to serve</b>	<b>Total number of faculty serving on Senate committees for 2013-14*</b>
Anthropology	13	3	2	1	6
Art	11	3	1	0	1
Asian American Studies	5	3	1	0	3
Biomolecular Science and Engineering Program	7	0	0	0	0
Black Studies	9	0	0	1	0
Bren School	17	0	1	0	1

Chemical Engineering	15	1	0	0	2
Chemistry & Biochemistry	31	12	4	1	6
Chicano/a Studies	10	1	2	0	3
Classics	9	2	3	2	3
Communication	16	5	5	1	7
Computer Science	30	11	6	0	10
Counseling, Clinical & School Psychology	15	2	0	0	1
Creative Studies	4	0	0	0	0
Earth Science	19	6	1	1	4
East Asian Studies	13	2	1	1	1
Ecology, Evolution & Marine Biology	28	7	2	0	4
Economics	26	4	0	0	2
Education	27	4	3	1	5
Electrical & Computer Engineering	37	5	4	1	6
English	29	1	3	1	4
Environmental Studies	7	1	0	0	1
Feminist Studies	10	1	1	0	4
Film & Media Studies	13	4	0	0	2
French & Italian	11	3	1	0	4
Geography	22	9	4	0	7
German, Slavic & Semitic Studies	6	3	1	0	1
Global & International Studies	9	1	1	1	2
History	40	11	4	1	8
History of Art & Architecture	17	5	4	1	7
Linguistics	8	1	0	1	0

Materials	17	1	1	1	2
Mathematics	28	12	2	1	7
Mechanical Engineering	23	5	2	0	5
Media Arts & Technology	4	0	0	0	0
Molecular, Cellular & Developmental Biology	22	4	0	0	3
Music	20	6	3	1	3
Philosophy	11	2	0	1	1
Physics	47	1	0	1	1
Political Science	17	5	1	0	4
Psychological & Brain Sciences	27	9	3	0	5
Religious Studies	21	3	2	2	2
Sociology	31	7	5	1	5
Spanish & Portuguese	14	4	2	0	2
Speech & Hearing	3	0	0	0	0
Statistics & Applied Probability	11	6	1	0	4
Theater & Dance	17	1	0	1	3
Writing	2	2	1	0	3

\*This number includes new faculty appointments and faculty who are continuing their Senate service

**TABLE 3: Distribution among Colleges and Divisions for faculty serving on Senate Committees for 2012-13**

College and Divisions	Total FTE (active, not emeriti)	Number of faculty serving in 2012-13	Percentage of Senate Participation
College of Creative Studies	4	0	0%
College of Engineering	125	25	20%
College of Letters and Science	641	123	19%
<i>Humanities &amp; Fine Arts</i>	241	45	19%
<i>Mathematical, Life &amp; Physical Sciences</i>	250	42	17%
<i>Social Sciences</i>	150	36	24%

Donald Bren School of Environmental Science and Management	16	1	6%
Gevirtz Graduate School of Education	39	6	15%

### III. CHALLENGES:

#### Filling Committees

The CoC tracked the acceptance rate of our invitations to fill vacancies on each of the Academic Senate committees and councils and took note of those that appeared to be the most difficult to fill. Often, these are committees that seem to have the reputation of requiring the greatest workload. In Table 1, above, we list the number of contacts/requests made to faculty that were declined, relative to the number of vacancies for each committee or council. The particularly high ratios observed for the Undergraduate Council (UgC) indicate that this committee is especially difficult to fill. In Table 2, we show the number of faculty who accepted or declined the request to serve and the overall number of faculty who participate in Senate councils or committees by department.

At the end of AY 2011-12, CoC had recommended to Senate Chair Bohn and incoming Senate Chair Bhavnani, that the Undergraduate Council and its subcommittees consider the idea of establishing separate committees rather than one large committee (UgC) and several subcommittees. This recommendation arose in response to concerns expressed by UgC committee members about the workload and the number of weekly meetings that were required of members. Most other Senate groups meet every two weeks, with the exception of CAP and CPB which meet more frequently in the spring. In May, 2013, the Faculty Legislature conceptually approved the creation of three committees that would work on undergraduate matters-the Undergraduate Council (UgC), the Committee on Courses and General Education (CCGE), and the Committee on Admissions and Relations with Schools (CAERS). CoC has worked over the summer of 2013 to staff these three committees and they will be operational in Fall of AY 2013-14.

#### Filling Leadership Positions

Of particular note, CoC continues to have difficulty filling leadership positions. The reluctance of faculty to participate in the Senate is troubling as it is the primary means by which the faculty participate in the shared governance of the institution. At the same time, the economic and workload challenges facing the campus and the UC overall have been especially difficult these past years, so it is perhaps not surprising that CoC had difficulty in filling committee positions and key leadership positions.

The CoC encourages the Academic Senate to continue to track the rate at which invitations to join these committees are declined and to evaluate how best to recruit and fill positions on Senate committees.

#### Diversity

CoC actively recruited women and faculty of color to Senate committees in order to advance the Senate's interest in ensuring diversity on its standing committees. However, the number of women and underrepresented minority faculty on campus remains relatively small. As a result, fulfilling Senate diversity needs requires calling upon women and minority faculty at rates higher than their proportional numbers on campus. These disproportionate demands place additional burdens and risks upon on faculty women and faculty of color. These risks are compounded by the fact that in addition to Senate needs, faculty of color and women (especially in the sciences) also often experience higher service

demands—both visible and invisible—in other domains where higher than average demands are common for mentorship, letters of recommendation, and project participation with students and colleagues. The desire to balance the diversity needs of the Senate with the disproportionate demands already placed on minority and women faculty was a challenge of great concern to CoC this year. Senate progress in responding to this challenge should continue to be actively monitored in future years.

#### Workload Factors

CoC is mindful of differential teaching loads among the Divisions when it approaches faculty for requests to serve in the Senate.

#### **IV. RECOMMENDATIONS FOR CONTINUED OR NEW PRACTICES**

##### **CoC SUGGESTS THAT THE FOLLOWING PRACTICES BE CONTINUED IN 2012-13:**

- i. During the fall of each year, members of the CoC will each be assigned one or two committees for which they assume the primary responsibility of filling the vacancies, following consultation and discussion with CoC members at the regular meetings.
- ii. CoC members should contact the Chairs and the Staff Analysts of each council/committee for which they're responsible to help identify any special needs or concerns regarding current or future council/committee membership.
- iii. In past years, CoC has utilized one-on-one discussions by CoC members with all Department Chairs to gather names of potential faculty who are ready and/or need to serve in the Senate. Every other fall (during years starting with even number), CoC members will initiate contact with Department Chairs (each CoC member will be assigned 7-10 Chairs) with whom they will have one or more conversations or meetings to identify faculty available and willing to serve on committees, particularly those who may not regularly respond to the Academic Senate's on-line Call for Volunteers. Contact with Department Chairs may be helpful in the next year (2013-14) to help CoC identify faculty members who, to their knowledge:
  - are ready or overdue for campus- or university-level service
  - are not at a critical point in their academic career (e.g., being considered for tenure) that would make service difficult
  - are available (not in a leave status) to serve during the 2012-2013 academic year
  - are not expected to be heavily committed in 2012-2013 to campus service as Center Directors, incoming Department Chair, Program Directors, etc.
  - are eligible for service because they will not be engaged in high-level administration (e.g. service in the Offices of the Divisional Deans, EVC, Chancellor, etc.)
- iv. Department Chairs will be requested to remind their faculty (e.g., at faculty meetings) of the importance and value of Academic Senate service, and service in general to the campus and to the University of California. The importance of service in relation to merit and personnel reviews will be emphasized to department faculty, department Chairs, and all reviewing bodies.



- v. CoC members may request suggestions from Department Chairs for particularly good matches among their faculty for membership on a particular Academic Senate councils/committees.
- vi. The Call for Volunteers should be evaluated on a regular basis in order to solicit responses that include faculty skills, interests, and preferences for council/committee service.
- vii. In recent years, CoC has successfully filled key leadership positions in the Senate only to learn, late in the academic year or during the summer, that these faculty members have been selected for administrative positions. It would be most helpful, whenever possible, for administrators to consult the Senate rosters for the upcoming year and try to avoid choosing a Senate committee member who has agreed to serve in a leadership role (chair or vice-chair).
- viii. It would be useful for CoC to ask the Chairs of the Undergraduate Council, the Committee on Courses and General Education and the Committee on Admissions, Enrollment and Relations with Schools to provide feedback about the new committee structure.

#### **ACKNOWLEDGMENTS**

The CoC is extremely grateful to Steph Stokes, Staff Assistant to the Committee. Steph's mastery of and facility with Excel extended far beyond the collective knowledge of the council/committee members, and CoC commends her great skills at generally tracking all activity of the committee. The CoC is also deeply indebted to Deborah Karoff, Executive Director of the Academic Senate, who offered wisdom, counsel, and good humor to every CoC meeting, while tracking and ensuring the CoC's timely responses to all incoming requests to the Academic Senate.

Finally, CoC wishes to thank our Senate colleagues for their commitment to the campus and to their collective work in shared governance.

#### **COMMITTEE MEMBERS:**

Chair, Edwina Barvosa, Chicano and Chicana Studies  
Forrest Brewer, Electrical and Computer Engineering  
Oliver Chadwick, Geography  
Catherine Nesci, French and Italian  
Erika Rappaport, History  
Frank Spera, Earth Science  
Cynthia Stohl, Communication