



Committee on Committees
Roland Henry, PhD, Chair

ANNUAL REPORT 2011-2012

Primary Focus Points for the Year:

- Appointments to Divisional, UC Systemwide and UCSF Campus Committees
- UCSF Academic Senate Membership
- Review of Divisional Standing Committee Bylaws

Nominations

- UC Chancellor Review Committees (2)
- UC Chancellor Search Committee
- UCSF Academic Senate Distinction in Mentoring Award Selection Committee
- UCSF Faculty Misconduct Ad Hoc Committees (5)
- UCSF Operational Excellence Advisory Committee for Academic Personnel/Human Resources
- UCSF Operational Excellence Advisory Committee for Sponsored Research

Task Forces, Special Committees, and Sub-Committees:

- UCSF Academic Senate Membership Task Force (Janice Lee)

Issues for Next Year (2012-2013)

- UCSF Academic Senate Membership
- Standing Committee Bylaw Revisions
- Division Vice Chair, Secretary and Parliamentarian Nominations

2011-2012 Members

Roland Henry, Chair

Janice Humphreys, Vice Chair

Daniel Bikle

Elyse Foster

Stanton Glantz

Ruth Greenblatt

Janice Lee

David Saloner

Margaret Walsh

Number of Meetings: 12

Senate Staff: Heather Alden

Systemwide Business

The Academic Senate Committee on Committees took up the following Systemwide issues this year:

UC Systemwide Chancellor-Related Committees

As requested by the University Committee on Committees (UCOC), on March 23, 2012 COC nominated UCSF faculty members to participate in two Chancellor Review Committees and one Chancellor Search Committee.

UCSF Academic Senate Membership

(see below in Divisional Business)

Divisional Business

This year, the Academic Senate Committee on Committees took up the following issues related to the San Francisco Division:

Annual Committee Appointments

In January 2012, the annual Call for Academic Senate Service was sent to UCSF faculty members. In February, faculty members indicated their preferences for serving on Academic Senate committees via the Senate Service Portal, a web-based, database-driven system for UCSF Academic Senate activity. Using the responses compiled within the Senate Service Portal, COC members nominated 138 colleagues for service on Division and UC Systemwide committees. On May 21, 2012, all nominations for new and continuing committee members were ratified by a Division vote, confirming their appointments for 2012-13.

During 2011-12, COC members were responsible for the following committees:

Daniel Bikle	Privilege & Tenure Rules & Jurisdiction
Elyse Foster	Clinical Affairs Equal Opportunity
Stanton Glantz	Faculty Welfare Library & Scholarly Communication
Ruth Greenblatt	Academic Planning & Budget
Roland Henry, Chair	Research Ad Hoc Committees
Janice Humphreys, Vice Chair; UCOC Representative	UC Systemwide Committees: Assembly Delegation, BOARS, UCCC, UEDIT, UCIE, UCOPE
Janice Lee	Courses of Instruction Educational Policy
David Saloner	Academic Freedom Graduate Council
Margaret Walsh	Academic Personnel

Appointments to UCSF Campus Committees

In 2011-12, COC was asked to identify members for the following UCSF committees:

- Academic Affairs requested members for five faculty misconduct ad hoc committees.
- The Committee on Academic Personnel requested members for the Distinction in Mentoring Award Selection Committee (October 14, 2012).

- The Executive Vice Chancellor and Provost's Office requested faculty members for the Operational Excellence Advisory Committee for Academic Personnel/Human Resources and the Operational Excellence Advisory Committee for Sponsored Research (November 18, 2012).

UCSF Academic Senate Membership

Until this year, COC maintained a long-established practice of excluding Adjunct and Health Sciences Clinical faculty members from committee Chair and UC Systemwide Representative roles due to the faculty titles listed in the [Standing Order of the Regents \(SOR\) 105.1a](#). This informed the operating principle that titles listed in SOR 105.1a were included in the Academic Senate and that titles not listed (i.e. Adjunct and Health Sciences Clinical) were excluded from the Academic Senate by omission. In Fall 2011, [UCSF Academic Senate Membership Task Force](#) accepted an updated interpretation of SOR 105.1a as articulated by UCSF Campus Counsel Marcia Canning. She posited that the sentence immediately following the list of faculty titles (quoted below) allows UCSF to include additional faculty titles, as all faculty members at UCSF are appointed to professional schools offering courses at the graduate level only:

“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.” ([SOR 105.1a](#))

After careful review of this updated interpretation alongside faculty criteria listed in the [Academic Personnel Manual \(APM\)](#), as well as established practices on campus, the UCSF Senate Membership Task Force [recommended](#) that UCSF faculty appointed at 100%-time to the Adjunct and Health Sciences Clinical series at the Associate and Full Professor ranks should be included in the Academic Senate.

In January and February 2012, COC members deliberated on this recommendation and agreed to consider appointing Adjunct and Health Sciences Clinical colleagues at 100%-time at the Associate Rank or higher to committee Chair and/or UC Systemwide Representative Positions for 2012-13, excluding the Committee on Academic Personnel (CAP) and the Committee on Privilege and Tenure (P&T) until additional information became available from the UC Systemwide deliberations and/or following discussions with each committee.

By the end of the March-April 2012 appointment process, COC had appointed Health Sciences Clinical Professor Gordon Fung as Chair of the Committee on Equal Opportunity and Adjunct Professor Paul Green as Chair of the Committee on Faculty Welfare. As of August 2012, no Adjunct or Health Sciences Clinical faculty members had been appointed as UCSF Representatives to UC Systemwide committees.

COC Practices

In 2011-12, COC members requested that the Academic Senate Office open the Call for Service during the month of February instead of March to allow for more time to make appointments prior to the May Division vote.

COC members agreed to encourage the following committee leadership practices:

- Chairs and Vice Chairs to serve more than one year in the role
- Chairs, Vice Chairs and UC Systemwide Representatives to work together as a leadership team
- Incoming committee Vice Chairs serve as the UC Systemwide Representative (when appropriate)

For 2012-13, the Committee on Research will initiate a new leadership structure, as follows: Vice Chair to serve two years before serving as Chair for two years. Following their term as Chair, serve as the UCSF Representative to the University Committee on Research Policy (UCORP) and the UCSF Research Advisory Board (RAB).

COC members made every effort to attend at least one meeting of the committee(s) for which they were responsible.

COC members continued their practice of seeking committee members who were new to Academic Senate service as well as those with experience participating in the Academic Senate. Increasing diversity on Academic Senate committees continued to be a high priority for COC in 2011-12.

Division Bylaw Review

On October 14, 2011 COC began a review of the bylaws for the San Francisco Division standing committees, including membership bylaws. The current membership bylaws are inconsistent and sometimes difficult to interpret. The ambiguities make COC's work each year more challenging than necessary. Over the next three months, COC members discussed and proposed revisions to be reviewed with individual committees. By February 2012, COC members' time was taken up by the appointment process and the bylaw review was deferred to be taken up by a separate task force to be named by the Division Chair.

Search Committee Task Force Proposal

On February 20, 2012, COC Member Ruth Greenblatt proposed the creation of a Search Committee Task Force to improve the structure and accountability for UCSF search committees (Appendix 1)

Task Forces and Other Committee Service

This year, COC Member Janice Lee served as a member of the [UCSF Academic Senate Membership Task Force](#).

Going Forward

Ongoing issues under review or actions which the Committee on Committees will continue into 2012-2013:

- UCSF Academic Senate Membership
- Standing Committee Bylaw Revisions
- Division Vice Chair, Secretary and Parliamentarian Nominations

Appendices

This Annual Report is posted online and accessible via the [Committee on Committees Web page](#) on the Academic Senate Web site.

Appendix 1: Search Committee Task Force Proposal (February 20, 2012)

Senate Staff:
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Proposal

Task Force on Search Committees

Ruth Greenblatt, MD

February 9, 2012

Purpose: to determine the efficacy, value to faculty, strengths and weaknesses regarding UCSF search committees.

Specific goals:

1. Determine the method or methods used to create search committees for faculty hiring and leadership roles at UCSF.
 - a. What rules govern when a committee is needed?
 - b. What rules govern how it is constructed?
 - c. What rules govern how members are determined?
 - d. Are the rules commonly followed, and is there a pattern to this?
2. Determine the method or methods used to govern search committee activities.
 - a. Do policies exist, and if so are committees directed to follow them?
 - b. How often are policies followed?
3. Determine how search committee recommendations are used.
 - a. How often do committees fulfill their missions?
 - b. How often are committee recommendations followed?
 - c. Are committee recommendations misrepresented?
4. Do these committees provide value to the faculty?
 - a. Assess faculty time expenditure and its cost efficacy
 - b. Is there a subset of committees that are either more or less effective?
 - i. Formal searches
 - ii. Informal leadership position searches
 - c. Are these committees an example of joint governance or an illusion of it?
 - d. Should the senate identify problem areas and solutions?
 - i. Reporting in from committees to identify problems?
 - ii. Senate sign off?