College of Letters and Science
Chairs and Business Officers Briefing

October 8, 2019

David Marshall
Executive Vice Chancellor
UC Updates

• President Janet Napolitano announced that she is stepping down at the end of the academic year.

• Special Committee appointed by Board of Regents Chair to consider candidates and recommend the appointment of a President of the University.

• Special Committee Membership
  – Regent Michael Cohen
  – Regent Gareth Elliott, Chair of the Special Committee
  – Regent Cecilia Estolano
  – Regent Sherry Lansing, Vice Chair of the Special Committee
  – Regent Lark Park
  – Regent Richard Sherman
  – Regent William Um, President of the Alumni Associations
  – Regent Hayley Weddle, Student Regent
  – Governor Gavin Newsom, ex-officio member
  – Chair John A. Pérez, ex-officio member

• Academic advisory committee.
State Funding for Capital Projects

• AB 48: The Public Preschool, K-12, and College Health and Safety Bond Act of 2020
• Election March 3, 2020
  – K-12: 9 Billion
  – California Community Colleges: $2 Billion
  – California State University: $2 Billion
  – University of California: $2 Billion
• Total $15 Billion.
• Priority is given to projects that address fire and life safety issues, seismic deficiencies, and critical deferred maintenance issues.
• Requires UC and CSU to adopt a five-year affordable student housing plan.
• Ongoing system-wide seismic assessment process.
New Classroom Building

- 4-story building, 2,290 seats (53,940 ASF; 95,250 GSF).
- Classroom inventory: increase by 35%, seating capacity by 40%.
- 32 GA classrooms.
- 5 lecture halls: one 350-seat, two 250-seats two-175 seat.
- Active learning classrooms: 200-seat, one 100-seat, two-50 seat.
- Flexible Classrooms: 23 smaller 30-seat classrooms.
- $97,133,000 (including $17,346,000 campus funds).
New Classroom Building
New Classroom Building
New Active Learning Classroom in Ellison 2617
Repurposing and Renovating Classrooms

- Ellison 2626 (50-seat classroom) classroom renovation; open on Friday October 11th.
- South Hall 1431 conversion to 81-seat Active Learning classroom, Summer 2020.
- AV Upgrades planned for 11 GA classrooms.
- Thanks to Chancellor, Classroom Management Committee, Instructional Development, Collaborate.
New TA Spaces

• TA Annex Phase II: (Building 434 Suite 113): additional 43 TA workstations.
• Shared conference and meeting spaces.
• Other options being reviewed.
New Testing Center

- Located in Old Gym.
- Sandra Caceres, Coordinator.
- Under the direction of Office of Undergraduate Education, Testing Center will work with Disabled Students Program, Registrar, and departments to help schedule exams for students who need testing accommodations.
- Primary goals: to offer better and secure environment for testing accommodations and reduce workload for staff and faculty.
Plans to Reclaim Academic Space for Departments

• Relocate from the core campus some administrative units, activities, or staff that do not need to be in proximity to students, faculty, or academic staff.

• Use core campus release space to relocate and/or consolidate support units or staff that need to be on campus yet currently occupy space in academic buildings (Phelps, South Hall, North Hall, and Ellison).
Summer Sessions

• Welcome to Dr. Leesa Beck, new Director of Summer Sessions.

Summer 2019

• 9.6% growth of UC Student FTE over Summer 2018.
• 4.9% Increase in headcount over Summer 2018.
• Freshman Summer Start headcount down by 47 (-8.6%).
• 9,788 UC Students.
  – 9,504 UC Undergraduates.
  – 284 UC Graduate students.
Summer Sessions

• Summer Sessions will continue to work with departments on curricular planning.

• Focus on impacted courses and bridge programs; Summer as laboratory for innovative pedagogy and curriculum.

• Deans and departments are given targets, but Summer is open to any course that fills a curricular need within departmental curriculum when there is enough enrollment demand to make the course cost-effective.
Long-Range Planning Task Force on Enrollment

- In the context and aftermath of rapid, unplanned enrollment growth and demographic changes, including increase in non-resident students…

- Focus on enrollment planning and enrollment management options; requirements; pre-majors and GPA requirements; impacted majors; advising; double majors, minors, certificates; admissions policies and practices.

- Immediate tactics; long-term strategies; what requires Senate approval and action? what requires resources?

- Potential unintended consequences: impacts on diversity and equal opportunity, student success; time to degree and graduation rates; rankings; admissions predictability; impacts on international enrollments; student mental health.
Faculty Recruitment

• 2018-2019: fifth year of ambitious faculty recruitment and renewal program.
• As of July 1, 2019: 60 new faculty appointments.
• A few searches still in progress; some appointments from previous recruitment years; some appointments won’t begin for a year or more.

• 313 faculty hired since 2014-15.
• 189.83 retirements and separations.
• Increase of 123.17 faculty FTE.
Faculty Recruitment

• 336 faculty searches approved since 2014-15 (some for future years).
• Significant inventory of carry-forward and pre-approved recruitments.
• Search Waivers for Partner Hires, President’s Postdoctoral Fellows, Special Opportunities.

• Last June, fewest faculty separations (17) since 15-16, mostly in one L&S Division.
• Net gain of 30.5 FTE.

• We need to maintain an active recruitment agenda.
• Given age and years of service of current faculty, ongoing retirements projected, along with the usual rate of separations.
• However… we need to pause and recalibrate, and avoid becoming overextended.
• Costs of start-up packages, renovations; and retention packages.
Faculty Recruitment

- Projected LRDP enrollment goal for 2025: 25,000 students.
- LRDP projected 1,400 allocated faculty FTE with maximum enrollment.
- Based on our 2018-2019 enrollment, we should have 1,281 allocated faculty FTE.
- Current number of permanent FTE is 892.72.
- Taking into account unfilled FTE, more than 200 FTE below that number now.

- Funding formulas and UC budget practices have changed since the LRDP was formulated, and the projected resources may not have been realistic.
- LRDP projected 1:18.7 student-faculty ratio; but even with a 1:20 student faculty ratio, we should have 1,198 allocated FTE, based on 2018-19 enrollment numbers; still close to 120 FTE short.

- We expect to reach 25,000 enrollment this year, six years early.
Faculty Recruitment

• After a period in which the number of professorial faculty declined due to reduced faculty hiring and regular retirements, we have pursued an ambitious faculty recruitment and renewal program.

• Goals: to catch up with enrollment growth and maintain the research strengths and stature of our academic departments.

• Increased faculty recruitment has reduced the amount of unfilled faculty FTE available to fund the temporary instruction provided by lecturers and graduate student instructors.

• Simultaneous need for new faculty hires and additional Temporary Sub0 expenditures has put a strain on the deans’ instructional budgets.

• In July, EVC’s office distributed equivalent of 75.87 FTE ($4,338,448) to deans in form of supplemental workload funding to allocate to departments.
Faculty Recruitment

- In the process of distributing new TA FTE and faculty FTE; but this is to cover current expenditures and liabilities, and replenish deans’ budgets.

- Deans and departments have tried to deliver curriculum students need to complete major and GE requirements and graduate in a timely manner.

- Departments should give priority to courses that will address student needs and enrollment demands.

- *Don’t plan for the past:* plan curriculum carefully and strategically after review of enrollments, class times, available classrooms.

- Imperative that new faculty teach, and that all faculty teach the courses needed in the curriculum.

- LPSOE and LSOE teach less than Unit 18 lecturers but more than professors. New APM policies do not change focus on teaching.
## Preliminary Faculty Recruitment Diversity Statistics

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Faculty Equity Advisors

- Appointed as Associate Deans, Faculty Equity Advisors report to the deans and work closely with Office of Diversity, Equity, and Inclusion, Office of Equal Opportunity and Discrimination Prevention, Academic Personnel, Ombuds Office, Chairs, and other units.

- **Goals:** to ensure that search committees and departments are informed, trained, and incentivized to implement policies and best practices, and to develop creative strategies, to advance faculty diversity.

- Focus on faculty recruitment and retention, as well as general climate issues. Deans have flexibility to define areas of emphasis, depending on needs, priorities, and workload.

- Following consultation with Academic Senate, Advisors will work with departments, deans, Senate, over course of year to implement requirement for a “contribution to diversity” statement in academic job applications, as recommended by system-wide Academic Council.
Associate Dean and Faculty Equity Advisors

Professor Sarah Anderson
Bren School of Environmental Science and Management

Professor Elizabeth Belding
College of Engineering

Professor Julie Carlson
Division of Humanities and Fine Arts, College of Letters & Science

Professor Richard Duran
Gevirtz Graduate School of Education

Senior Lecturer Leroy Laverman
College of Creative Studies

Professor Trevon Logan
Division of Social Sciences, College of Letters & Science

Professor Joan-Emma Shea
Division of Mathematical, Life, and Physical Sciences, College of Letters & Science
UC Advancing Faculty Diversity Grants

• “Creating a Diverse, Equitable, and Inclusive Climate in the UCSB Communication Department & Campus Community.”

• Two-year award of $113,725 to improve campus climate and support faculty retention.

• Professors Dana Mastro and Jennifer Kam in collaboration with Professors Amy Gonzales, Walid Afifi, Tamara Afifi, and Norah Dunbar, Department of Communication.
UC Advancing Faculty Diversity Grant

• “Moving Beyond the Institution: Analyzing Barriers to the Retention, Attrition, and Persistence of Underrepresented Minority Faculty at UCSB.”

• Two-year award of $75,000 to improve campus climate and support faculty retention.

• Professor Sharon Tettegah, Black Studies, Director of Center for Black Studies Research; Professor Terrance Wooten, Black Studies; Professor Anne Charity Hudley, Linguistics.
National Academies Join Colleges and Universities to Launch Action Collaborative on Preventing Sexual Harassment in Higher Education

WASHINGTON – The National Academies of Sciences, Engineering, and Medicine have joined with over 40 colleges, universities, and research institutions to launch an Action Collaborative on Preventing Sexual Harassment in Higher Education.

The purpose of the action collaborative is to bring together academic leaders and key stakeholders to prevent sexual harassment across all disciplines and among all people in higher education. The action collaborative is designed to be an active space where colleges, universities, and research and training organizations can research and develop efforts that move beyond basic legal compliance to evidence-based policies and practices for addressing and preventing all forms of sexual harassment.

Twenty-eight of the institutions joined the National Academies in founding the action collaborative at the beginning of this year; their statement on founding the action collaborative can be found at www.nationalacademies.org/sexualharassmentcollaborative. These founding members provided the initial support to start work and helped refine the goals and plans for the action collaborative during a meeting in March. In the weeks since, additional colleges, universities, and research institutions have become members, bringing the total membership to 43 institutions.
Leadership Roundtable on Sexual Harassment in Academia

• **October 11th, 2019, 11:00-2:00**, Loma Pelona.

• Participants: Vice Chancellors, Deans, Associate Deans, Faculty Equity Advisors, Chairs, Center Directors, Senior Staff.

• Inaugurates UC Santa Barbara’s participation in the *National Action Collaborative on Preventing Sexual Harassment in Higher Education*, consortium of over 40 colleges, universities, and research institutions led by the National Academies of Sciences, Engineering, and Medicine.

• National Academies Report, *Sexual Harassment of Women: Change, Culture, and Consequences in Academic Sciences, Engineering and Medicine*, calls for leadership, creativity, vision to bring about institutional change.

• Leadership Roundtable first in a series of events designed to catalyze and facilitate action to address and prevent sexual harassment on campus.

• Speakers: Dr. Frazier Benya of the National Academies, the study’s director, and two report authors, Dean Lisa Garcia Bedolla and Professor Nicholas Arnold.
Ombuds Office

Welcome to Don Lubach, new Associate Ombuds.

Caroline Adams
Campus Ombuds

David Rasch
Associate Ombuds

Don Lubach
Associate Ombuds

Megan DeBrito
Assistant Ombuds
Ad Hoc Committee on Online Course Evaluations

- Co-chaired by Jeff Stopple and George Michaels
- Representatives from Undergraduate Council, Graduate Council, Committee on Academic Personnel, Committee on Research and Instructional Resources, Instructional Development, Academic Personnel, Associated Students, Graduate Student Association, administrators and other faculty and staff with expertise.

- Charge: reassess possibility and desirability of an online system of course evaluations; consider information available from pilot project, experience of other campuses, and new technical capabilities.

- Ongoing pilot project; 3 departments in MLPS with the most undergraduate student FTE have elected to join the pilot; Psychological and Brain Sciences is entering its sixth year of participation.
Ad Hoc Committee on Online Course Evaluations

• Committee recommends that campus move from paper evaluations to online evaluations over a five-year period.

• Conclusions:
  – Feasible to have students fill out on-line evaluations in class.
  – Response rate can be sufficiently high; variations in response rates, which already exist across campus with paper evaluations, can be addressed and improved, regardless of the technology that is used to gather evaluations.

• Committee report and recommendations being reviewed by Academic Senate.

• Responses of Chairs and Business Officers also welcome.
Library

- 100 new student seats on 1st floor (former current periodicals room).
- Savings from vacating off-site annex to be invested in collections and compact shelving to accommodate more collections in the Library.

- Alternative access to Elsevier articles: minimal demand and rapid turnaround time.
- Open Access Fund available to pay for article processing charges in open access journals.

- $800,000 grant from Research England and Arcadia Foundation to support open access monograph publishing through Library's pilot partnership with Punctum Books.

- Exhibit: “Campus by the Sea,” celebrating UCSB’s 75th anniversary; opening reception October 24th.
Rising: Dispatches from the New American Shore, a work of creative nonfiction by Elizabeth Rush.

Combines rigorous reporting and lyrical storytelling to depict the impact of sea level rise in the United States, especially among communities most at risk.

Rush demonstrates how race, class, national origin, and income levels further exacerbate our vulnerability to rising seas.
Office of AVC/Chief Information Officer

- **Wireless**: ongoing wireless upgrades for General Assignment classrooms; complete for Campbell Hall, IV Theater, and Ellison 2626.
- All 3,404 campus wireless access points now support *eduroam*.

- Guest Wireless network available as of August 2019.

- 52,264,881 vulnerabilities blocked by Palo Alto since 12/17.
- 3,259 malware incidents remediated by Sophos since 7/18.

- MX records were moved off campus so Google email, calendar, and collaboration will remain available in the case of a campus emergency.
National Cyber Security Awareness Month

• Focus on social engineering attacks.
• Most common form of social engineering is *phishing*.

• “Look carefully at the author's email address. Is it legitimate? Consider the tone. Is it something that is in character for our workplace or from the sender? Be careful when you click links. In Gmail, hover over them. You will see the actual URL in the lower left of your window. Look carefully to determine if the website referenced is what you think it should be.”

• “If the link says it’s a UCSB website, but the link ends in something other than .edu, then it may be a phishing message. Misspellings and bad grammar are hallmarks of many phishing messages. Remember the three signs: promises, threats, and urgency.”
Isla Vista

• Halloween on Thursday, October 31st.

• Preparations for weekend before Halloween.
Thank you.