Faculty Citizenship and Service at Tufts University

As part of our role to ensure effective faculty governance, the Executive Committee reviewed citizenship, a.k.a. service of the faculty, and committee functioning. The short conclusion is that citizenship is healthy and vibrant and committees are functioning relatively well. The following presents the data and recommendations for procedural changes to improve effectiveness. For citizenship, the report contains data only with respect to service on the 49 committees or task forces that are tracked by the secretary of the faculty (list in Appendix A), hereafter referred to as AS&E citizenship. Other significant citizenship activities (administrative searches, center directors, departmental service, etc. etc.) add on to this list indicating a fully engaged faculty. Here, the term “faculty” includes those individuals who are voting members of the AS&E faculty: full time individuals with the rank of Professor (full, associate, assistant), Lecturer, Professor of the Practice, and the now discontinued rank of Instructor.

Facts:

- Figure 1 shows that about 60% of the full professors and nearly 70% of associate professors are involved in citizenship during any given year.
- There are 31 standing committees in AS&E, LA&J, Eng, or GSAS, 11 program steering committees or ad hoc committees, four specialty committees requiring specific expertise, and three trustee committees with faculty representatives. These are the 49 committees tracked in this report.
- The 31 standing committees have a total minimum faculty membership of 204. Currently (AY 2011-12) there are 276 faculty positions occupied. (Many committees have more than the minimum number of faculty members.)
- Currently, there are 243 faculty members serving in 373 positions on the tracked committees.
- There are 441 voting members of the AS&E faculty.

**Figure 1:** Faculty serving on committees as a percent of all faculties in rank. About 60% of the full professors and nearly 70% of associate professors serve on a committee. Given that about 15% of these ranks are on leave in a given year, this is impressive participation. Among assistant professors, the percent is smaller, however many have just started or are on leave, suggesting that our newest faculty are also fully engaged.

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1 Credit for labeling service as citizenship goes to Roger Tobin from the Department of Physics and Astronomy.
Throughout this report, bear in mind that many valued aspects of citizenship are not captured in these data. Thus, the level of citizenship, already high, is even more impressive. Figure 1 shows that a majority of professors of all ranks are actively engaged in the 47 tracked committees. Over the past three years, faculty numbers have been essentially constant (Figure 2) with a stable distribution among the ranks. This stability bodes well for continued citizenship.

Figure 2: Faculty by rank and year. The faculty numbers are fairly stable over the last three years with somewhat less than half the faculty of full professor rank and nearly equal numbers of instructors and Assistant Professors.

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>All</th>
<th>Full</th>
<th>Associate</th>
<th>Assistant</th>
<th>Lec./Inst./POP</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-10</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2010-11</td>
<td></td>
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<td>2011-12</td>
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In any given year, some faculty members are on leave while others have major commitments outside the committees captured here. We therefore asked about consistency examined as, “What percent of faculty members served for one or more years out of the last three?” The data (Figure

Figure 3: Citizenship is an ongoing, consistent activity of the faculty. The data at the left show that most faculty served all three of the past three years; many of the remainder served two. The interruption is likely due to sabbaticals and other activities.
show that a majority served all three years with most others serving two. The members of the faculty take citizenship very seriously. This conclusion from the data is supported by testimony of the committee chairs; nearly all report that their committee members are fully involved and feel that their contributions are important.

More faculty members serve on one or more of the 47 tracked committees than do not (Figure 4, green bar vs. red bar). Of those who serve, many serve on multiple committees (Figure 4, blue, cyan, magenta, and dark yellow bars). This is a faculty who are highly concerned with the future of the University. Once again, the consistency of service is apparent by examining the “Three” bars in Figure 3, which shows that out of most recent three years about 70% of the faculty was involved in University Citizenship.

![Figure 4: Every year a majority of the faculty are involved in citizenship with some faculty members serving on more than four committees!](image)

Despite the favorable picture shown by the above-mentioned data, there are three aspects of committee service that the Executive Committee identified for improvement: leadership continuity, communication, and student membership. The present practice of waiting until the fall term has started to choose a chair leads to a lag time for the committee to get started; in some cases members have engaged other commitments so that settling on a chair generates yet more delay. The Executive Committee is thus recommending that committees identify a recommended chair in the spring term. If a committee does not select a recommended chair, the Committee on Committees should appoint one. The recommended chair would take over by the following fall. This action will, at least partially, also address the communication issue. Explicitly, the issue with communication is that many committees identity their goals each year de novo. While continuity in the chairmanship should partially address this issue, the Executive Committee is recommending that each committee report contain one section for the accomplishments of the current year, and another section indicating recommendations for action in the following year including discussion of not-yet-resolved actions. These two practices are expected to increase both efficiency and satisfaction with citizenship activities.
The third recommendation of the Executive Committee concerns student membership. This recommendation splits into two categories depending on the nature of the committee. For those committees that greatly benefit from experience and expertise (Budget & Priorities, …) the President of the Tufts Community Union [TCU] senate and the Chair of the Graduate Student Council [GSC], the Chair of Committee on Committees [ComCom], and the incoming chair of the relevant committees should meet in the spring to identify potential students to serve the following fall; students would be designated by the TCU Senate or Graduate Student Council as appropriate. For committees not requiring such experience or expertise, the President of the TCU senate and the chair of the GSC should meet early in the fall to designate student members, including first-year students.

In summary, examination of the data concerning citizenship on the part of the faculty reveals an involved faculty with deep concern for the future of the institution. Small procedural changes are expected to increase citizenship satisfaction, continuing the fine tradition of active citizenship on the part of the faculty.

Action:
1. Committees identify a recommended chair in the spring term. If a committee does not select a recommended chair, the Committee on Committees should appoint one.
2. Committee report should contain one section for the accomplishments of the current year, and another section indicating recommendations for action in the following year including discussion of not-yet-resolved actions.
3. The President of the Tufts Community Union [TCU] senate and the Chair of the Graduate Student Council [GSC], the Chair of Committee on Committees [ComCom], and the incoming chair of the relevant committees should meet in the spring to identify potential students to serve the following fall; students would be designated by the TCU Senate or Graduate Student Council [GSC] as appropriate. For committees not requiring experience or expertise, the President of the TCU senate and the chair of the GSC should meet early in the fall to designate student members, including first-year students.

Appendix

A. List of Faculty Committees
Academic Affairs (Trustee)
Academic Awards Committee
Academic Review Board (LA&J)
Academic Standing Committee (ENG)
Administration & Finance Committee (Trustee)
Advancement (Trustee)
American Studies Steering Committee
Athletics Committee
Budget and Priorities Committee
Campus Planning and Development Committee
Committee on Academic Standing and Honors (LA&J)
Committee on Committees
Committee on Outcomes and Objectives Assessment (ENG)
Community Health Policy Board
Curricula Committee (LA&J)
Curriculum Committee (Eng.)
Educational Policy Committee
Engineering Graduate Studies Committee
Environmental Studies Executive Committee
Equal Educational Opportunity Committee
Executive Committee (AS&E)
Executive Committee (Graduate School)
Experimental College Board
Faculty Advisory Board for Administration
Faculty Research Awards Committee
Faculty Research Support & Facilities Advisory Committee
Foreign Programs (EPC Subcommittee)
Gifts of Art Committee
Grievance Panel
Health Professions Recommendation Committee
Information Technology Committee
Interdisciplinary Doctorate Overseers Committee
International Relations Program Executive Committee
Learning Outcomes Assessment Committee (A&S)
Library Committee
National & International Scholarship Awards Committee
Peace and Justice Studies Executive Board
Policy and Programs Committee (Graduate School)
Pre-legal Advising Committee
Radiation Hazards Control Ad Hoc Committee
Social, Behavioral and Educational Institutional Review Board (IRB)
Specific Learning Disabilities (Subcommittee of EPC)
Student Life Committee
Subcommittee European Center at Talloires (Summer School Subcommittee)
Summer School Committee
Tenure and Promotion Committee
Undergraduate Admissions and Financial Aid
Women's Studies Faculty Committee
Work-Life Balance Task Force