

UNIVERSITY COMMITTEE ON AFFIRMATIVE ACTION, DIVERSITY, AND EQUITY

Thursday, October 13, 2016

Meeting Minutes

I. Welcome and Introductions*Amani Nuru-Jeter, UCAADE Chair*

After member introductions, Chair Amani Nuru-Jeter reviewed portions of the UCAADE member guide (sent as an attachment to the “welcome” email message on Sept. 12, 2016). UCAADE is an advisory committee that consults and advises on diversity issues affecting faculty. Although the committee is not regulatory, serious consideration is given to diversity issues within Senate leadership structure and UCAADE’s input is highly valued. The committee will benefit from the full participation of its members at each of its four meetings this year. While conflicts may come up, all divisions should have pre-approved alternates prepared to represent their campus and attend the meeting.

The committee consists of one member from each campus, a chair and vice chair that do not represent their campus, and the chair and vice chair of the Academic Council who serve as ex-officio, non-voting members. Consultants to the committee usually come to UCAADE from UC administration.

Chair updates:

Chair Nuru-Jeter briefly reviewed UCAADE’s activities from last year.

- *Presidential Postdoctoral Fellow Program:* Designed to increase faculty diversity within UC, the rate of hires from this program has been disappointingly low. UCAADE drafted recommendations to provide guidance on how the PFP and Chancellor’s fellows could be more readily hired at UC, including via the use of search waivers. Provost Aimée Dorr sent UCAADE’s recommendations to EVCs and Vice Provosts for Academic Affairs/Academic Personnel in July. PFP Director Mark Lawson will be invited to UCAADE’s next meeting to talk about PFP, provide an update since last year, and discuss how/if UCAADE can help support the program.
- *Faculty salary equity analysis recommendations:* Campuses conducted faculty salary studies and were provided with financial incentives to address inequities found in the studies. Last year, UCAADE reviewed the results of the studies, which showed wide variability in process and methodology. UCAADE drafted a set of recommendations to encourage more standardization in future studies, which will help facilitate cross campus comparisons and longitudinal analyses. Chair Nuru-Jeter presented the recommendations to the Academic Council in September. Council members were very supportive, although expressed some concerns about what is feasible given limited resources on campuses. They suggested prioritizing the recommendations. Academic Council approved the recommendations with the condition that the document’s introduction be modified to reflect the Council members’ concern about standardization vs. campus autonomy. Once finalized, the Academic Council Chair will request that Provost Dorr send it to the campuses. UCAADE might want to next investigate whether and how earmarked funding was distributed in ways that improved equity. UCAADE can then make informed recommendations for improving equity via the funding available.

- *Faculty diversity:* Both the Regents and the legislature are very concerned with diversity at UC. In May, the Regents were dismayed by a progress report from Provost Dorr and Vice Provost Yvette Gullatt on faculty diversity. UCAADE might want to invite Provost Dorr to give an update at a future meeting. The legislature is very interested in having UC's population more closely reflect the ethnic composition of the state. Although it can seem like no progress has been made, UCAADE will continue to focus on the things that it, as a faculty committee, can do to support and encourage administrative efforts in this areas.
- *Committee priorities for this year:*
 - Salary equity.
 - AMP 210-1-d implementation
 - Equity Advisors
 - Faculty Exit Survey (work led by VP Susan Carlson)
 - Anti-discrimination policies
 - Campus climate

II. Systemwide Review Items

1. New Presidential Policy on International Activities (Comments due November 18, 2016)

The committee did not discuss this policy, but Chair Nuru-Jeter will send out a draft letter for committee review via email.

2. Proposed Revisions to APM 015, APM 016, and Senate Bylaw 336 (Comments due November 18, 2016)

Committee members reviewed the proposed changes to the APM sections and the Senate Bylaw that concern sexual harassment and disciplinary actions for violations of the faculty code of conduct. There was a question about the need for a separate bullet point to specifically call out sexual violence and sexual harassment when sexual harassment as a type of discrimination is already included in the section. APM 015 should clarify whether the clause stating there is “no limit on the time within which a complainant may report an alleged violation” includes a complainant who has left the university. There were concerns about portions of APM 015 and 016 that were not edited in this revision, but committee members agreed to focus on the proposed changes and then figure out how to tackle other issues. The other concerns can be mentioned in UCAADE's response letter, however, including:

- Clarifying the “medical condition (cancer-related or genetic characteristics)” statement.
- Updating the list of areas of discrimination to include age, socio-economic class, immigration status, family status, and more subtle types of discrimination or the notion of a hostile environment.

UCAADE also briefly discussed the need for whistle-blowers and how to address systemic problems in individual departments.

Three members volunteered to take a closer look at APM 015 and 016 and Senate Bylaw 335 and 336 to pull out portions that warrant another look. Chair Nuru-Jeter, UCSF member Kathy Julian, and UC Davis member Bruce Haynes will review the policies.

Action: Chair Nuru-Jeter will send a draft of the committee’s comments via email for review.

III. Travel procedures

Mona Hsieh, the Academic Senate’s Executive Assistant came to talk to the committee briefly about UCOP travel procedures. Committee members traveling by air or train should scan their itinerary to include with the travel reimbursement form (available on the Senate [website](#)). Receipts are not required for expenses under \$75. Flights should ideally be booked 21 days in advance, and travelers should not use business select or advance check in. Reminders about booking travel will be sent out a month before the meeting.

IV. Consultation with Academic Senate Leadership

Jim Chalfant, Academic Council Chair

Shane White, Academic Council Vice Chair

Academic Senate Chair Jim Chalfant provided an overview of the latest concerns and current activities of the Senate:

- An upcoming series title name change will be coming to the Academic Senate for Review. LSOE (lecturers with security of employment) will become “Professor of Teaching ____.”
- The UC Board of Regents has adopted new bylaws and a new committee structure. The Committee on Academic and Student Affairs includes campus climate in its purview. Chalfant reported that there is still much interest in the Budget Framework Initiatives from last year, specifically community college transfers. The Regents approved the 2020 capital project at Merced. It is a public-private partnership that will be of interest to other campuses since it could be a model for building projects in the future.
- A new [Health Services Committee](#) that deals with the clinical enterprise met for the first time in September. There has been concern about which health care providers are added to the UC Health network.
- An issue that UCAADE will be involved in is a pilot at UC Berkeley – now in its second year – that asks for letters of recommendation from some applicants. Berkeley changed several aspects of its application process at once, including asking for letters of recommendation. The Board of Admissions and Relations with Schools (BOARS) was not consulted and has brought the issue to the Academic Council. There has been and will continue to be analysis of the pilot, and BOARS will be the lead Academic Senate committee to monitor the outcome. UCAADE Vice Chair Tanya Golash-Boza participated in the agenda item at the BOARS’s meeting in October, and reported that members for the most part wanted to wait and see the data and evidence for the pilot – to put the burden of proof on those who think the letters are worthwhile. UCAADE discussed sending a quick letter stating its opposition based on the understanding that research has shown that letters of recommendation can have a negative effect on the admission of underrepresented minorities and applicants from under-resourced schools. Asking for letters of recommendation from freshman applicants is not suggested practice for hiring staff and faculty.

Action: Vice Chair Golash-Boza will draft a memo to the Academic Council expressing UCAADE’s position against the practice of requesting letters of recommendation from freshman applicants due to their detrimental effect.

Chair Nuru-Jeter noted that there are other issues that come up in BOARS that relate to UCAADE's domain, which is part of the reason that UCAADE has had a representative on BOARS. UCAADE is still looking for a representative, so if any committee member wants to be a BOARS rep they should let Chair Nuru-Jeter know.

V. Consultation with UCOP - Academic Personnel and Programs

Susan Carlson, Vice Provost

Vice Provost for Academic Personnel and Programs Susan Carlson joined the meeting to talk about various issues of interest to UCAADE.

- *\$2 million diversity initiative*

Vice Provost Carlson reported on the \$2 million that was provided by the state legislature to UC, the CSUs, and the community colleges. It is one-time money to be spent on efforts that increase faculty diversity within the year. Provost Dorr talked with the EVC-Ps and decided that the best use of the funds would be targeted on specific projects. The legislature has said that there could be more money available in the future if results can be shown quickly. Nine proposals were received from the campuses and three were selected to be rewarded with \$400-600,000 each. All of the submitted proposals were innovative and viable. There's not a lot that can be done in one year, so the grants focused on start-up costs. The proposals recognized the need for critical mass and for creating a better environment.

A systemwide group with Senate representation has been formed to guide and monitor the pilots over the course of the year and to help UC to be ready to go back to state for more money. Both the Chair and Vice Chair of UCAADE are members of the advisory group. Next steps include determining how to collect data to show results.

Discussion: Committee members inquired whether there was any follow up to the President's Diversity Report from 2006 (<http://www.ucop.edu/academic-personnel-programs/files/faculty-diversity-task-force/report.pdf>), and whether that was used to inform the current initiatives. Compare the effort that was made to increase women on the UC faculty with efforts to increase URM. Many women have been hired, but not underrepresented minorities. Some noted that it is important to continue to emphasize undergraduates and the academic pipeline. Overall, it's a matter of institutional priorities. Some of these current projects to incentivize URM hiring may help to change ingrained practices and behavior. Money can make a difference.

- *June 2016 Faculty Retention and Exit Survey*

UC worked on with COACHE, Harvard's "Collaborative on Academic Careers in Higher Education," which has extensive experience with this type of survey and can compare UC's results to other universities. The survey was administered last spring on six campuses and included faculty who had separated voluntarily and faculty who had been "actively retained." Involuntary separations were not included. Although the small sample size and timeframe makes it difficult to see meaningful results, it could be the beginning of a larger effort. VP Carlson would like to continue the surveys for at least three years. COACHE understands they need to offer reasonable pricing for universities to continue. The projected cost is a flat fee of \$1,500 per year per campus, with an additional \$100 per faculty departure.

Discussion: The committee felt that the survey provides valuable information that the university needs to know on why faculty stay or leave. Even based on limited data, it seems that there is some follow-up that could be done on recommendations around faculty retention. As presumed, faculty make decisions based on various factors including partner accommodations, external offers, and feelings about campus climate. The report from the survey is being distributed to Senate committees, EVCs, and Academic Personnel Offices.

The UCAADE chair and vice chair will be talking with the chair and vice chairs of UCAP and UCFW about mutual interests, including the issues raised by this survey.

- *APM issue: Adding language on contributions to diversity to academic titles not covered by APM 210. 1 (d). (E.g., librarians)*

Last year, the section of the APM that covers Librarians was revised, along with parts of APM 210. After the fact, VP Carlson noted that the changes were not revised to include a clause on contributions to diversity similar to the changes to APM 210.1.d on Review and Appraisal Committees. A statement on contributions to diversity has now been added to the new “Professor of Teaching ____” proposal, which will go out soon for a 60-day “managerial review.” If the due date for comments is before the next UCAADE meeting it may be possible to have a videoconference about it.

- *Follow-up on “Guiding Principles: Search Waivers for Academic Appointees at the University of California” – Sent for systemwide review Feb. 2016.*

VP Carlson is working on finalizing this document with changes made after the systemwide review in February. The current draft is more accessible to a wider audience, and includes glossary of terminology. It clarifies that a “target of excellence” hire includes diversity. Campuses are instituting the recommendations in the document, although some will have tighter restrictions than others. As UC Recruit has been adding capacity, hires that go through the waiver process are now being reported.

- *Taskforce to review the Negotiated Salary Trial Program*

Four years ago, San Diego, UCLA and Irvine instituted a five-year pilot program that allows ladder and in-residence faculty with at least half-time appointments at participating schools and divisions to voluntarily contribute external funding resources toward their “total UC salary.” A review task force has been convened, with Senate and administrative representation. The objective of this pilot was faculty retention. It was implemented in departments where the practice is common in other universities - primarily engineering, life sciences, and physical sciences. The review will look at equity issues, and recommend whether it should continue in pilot form, be institutionalized, or be discontinued.

UCAADE will continue to hear about this program at future meetings.

- *Update on NSF Grant – Recruiting STEM Faculty: A Systematic Analysis of the Faculty Hiring Process at Research-Intensive Universities*

The study, now called “Evaluating equity in STEM faculty hiring,” uses data from UC Recruit. The PIs are researchers at Berkeley and Davis, with VP Carlson as co-PI. The researchers will be able to use extensive data from two years of CVs, as well as position descriptions, departmental composition, search committee composition, and more, and will relate those factors to the outcome. The goal is to understand hiring patterns based on data.

While the study does not include anything about faculty equity advisors or implicit bias training, UC Recruit is about to add a data point on the hiring committee chair.

VI. APM 210-1-d follow-up

Postponed to another date.

VII. Faculty Equity Advisors

Vice Chair Tanya Golash-Boza

Guest Colleen Clancy (immediate past chair of UCAADE)

UCAADE became interested in learning more about the faculty equity advisor (FEA) model two years ago. The committee put together a questionnaire and received feedback. The intent was to find out more about what was working and not working with these programs. Most campuses had some kind of program, but they looked very different.

UC Merced recently formed an Academic Senate Committee on Diversity & Equity and the FEA program was a priority. The four initial advisors received training at UC Irvine or UC Davis, and a stipend of \$5,000 plus costs. The program is focused on faculty hiring from initiation of a search through the actual hire. The FEAs essentially act as a liaison between the dean and the search committees, advising on best practices for each stage of the process: finding a search committee chair, the composition of the committee, the search plan, benchmarks, applicant availability pool, and more. Each search committee has a conversation about diversity at the start.

The Merced FEAs are also involved with determining a rubric for evaluating “contribution to diversity” statements. As part of the program, deans have agreed to make funding available to bring in an applicant from the long list if will help with the diversity of the candidates. If the final candidate comes from the President’s Postdoctoral Fellowship Program, or is an underrepresented minority, then additional resources are provided. When candidates are introduced to the campus they are provided with a list of affinity groups. Based on a sample size of one, there has been some progress with this FEA model.

Campuses that currently have FEA programs include Irvine, San Diego, Berkeley, and UCLA (although some deal more with faculty experience on campus rather than hiring).

Colleen Clancy, last year’s UCAADE chair, jointed the meeting by phone to talk about UC Davis’ pilot program for FEA in the School of Medicine. There is a large volume of hiring, with more than 80 active searches right now. Clancy gave an example of trying to conduct a search using all of the “tools” and resources available that still failed to end with a URM hire. At Davis, the FEAs are focusing on the interview process, including developing a new interview toolkit to level the playing field before anyone comes on campus. They are also working on on-boarding planning that starts at time of interview.

Now serving as the Academic Affairs Dean at the UC Davis Medical School, Clancy and intends to start a new pilot that will offer to conduct searches for departments that are serious about hiring a diverse faculty.

Discussion:

At some campuses a broader group gets a voice in who is hired. The short list may be brought to the department or the faculty. While there are varying degrees of faculty engagement, this might be another way to effect change. For every search there needs to be buy-in and understanding from the beginning about expectations for the search process. Search committees need to understand why diversity is important and why it would be beneficial for everyone. There was agreement that greater accountability is still needed.

UCAADE will spend more time at a future meeting talking about the evaluation of “contribution to diversity” statements. The committee will come back to FEA programs in future meetings.

VIII. Executive Session

No executive session.

Meeting adjourned at 4:05pm

Meeting minutes drafted by Joanne Miller, UCAADE Committee Analyst

Attest: Amani Nuru-Jeter, UCAADE Chair