

**UNIVERSITY OF CALIFORNIA** **ACADEMIC SENATE**  
**UNIVERSITY COMMITTEE ON AFFIRMATIVE ACTION AND DIVERSITY**

January 28, 2005 Meeting Minutes

**Attending:** Ross Frank, Chair

Gibor Basri, Vice-Chair, (UCB), Kit Pogliano (UCSD), Bruce Haynes (UCD), Francis Lu (UCSF), Shirley Lim (UCSB), Muriel McClendon (UCLA), Pauline Yahr (UCI), Vivian Reznik (ACE Fellow, UCSD), Sheila O'Rourke (Executive Director, Academic Compliance), Michael LaBriola (Senate Analyst)

**I. Announcements by theUCAAD Chair – Ross Frank**

UCAAD members voted over email in early January to adoptUCAAD’s Report on Diversity in Graduate Education. The report was submitted to Academic Council in time for Council to review it at its January meeting, but due to a jam-packed agenda, Council deferred review until February. Chair Frank noted that the delay presented the committee with an opportunity to submit last minute changes, but members decided to consider the report final. Members are encouraged to share the report with their local committees.

Chair Frank will attend the February 8UCAP meeting as a guest and consult with that committee on issues related to diversity and the personnel system.UCAP will be discussing a new longitudinal database with fifteen years of data on faculty career advancement. The data may clarify some issues raised last year by the Professorial Step System Task Force, particularly in regard to the advancement of women and minorities in the step system.

Finally, Chair Frank introduced as a committee guest, Vivian Reznik, professor of clinical pediatrics at UC San Diego and 2004-05 ACE fellow.

**Action:** The committee approved the minutes of the December 10, 2004 meeting.

**II. Consultation withUCOP**

- *With Sheila O'Rourke, Executive Director of Academic Compliance*

Director O'Rourke reported a strong systemwide consensus in support ofUCAAD’s [proposed amendments](#) to APM 210, 240, and 245, which could take effect as soon as March 1, and she noted that other universities have expressed interest in incorporating similar language into their own faculty reward systems. But she cautioned that challenges could still emerge from people in the university community who equate any promotion of diversity with racial preferences. For example, objections were raised to the diversity language appearing inUCSB’s graduate school application. Members remarked that diversity language in the applications for all campuses should be present and strengthened, and they discussed the need to implement recommendations from theUCAAD graduate report. It was noted that the committee might work together with CCGA on a proposal for diversity application language.

New “Family Friendly” personnel policies are being issued for formal review. The intention is to clarify that family accommodation policies for both child bearing and child rearing responsibilities are important to the university and a productive academic environment.

A revised Family Leave policy has been rewritten to accommodate a broader range of potential family needs. Language about part time appointments and temporary reductions in time has been added to APM 220, along with an appendix with guidelines for campuses to implement such appointments, and a discussion of their importance for equity. In addition, teaching release for childbearing active service modified duties, which has been permitted on a one-quarter/one semester basis, will be extended to two quarters/two semesters.

Director O'Rourke has been advocating for a UC systemwide initiative focusing on faculty ethnic diversity, modeled on the 2002 Gender Equity Summit. Stanford is hosting a statewide meeting in February to consider a multi-campus California University faculty diversity initiative. The Chicano/Latino Intersegmental Convocation is in San Francisco February 6-9, and will focus on academic preparation and undergraduate issues. Finally, Academic Council is meeting with the Executive Vice Chancellors on March 31 for a one-day retreat to discuss graduate education and faculty diversity. UCAAD members noted that the discussion at the Council/EVC retreat should include a conversation about how to include diversity in the search process as well as a discussion about the FTE allocation process. Too often, departments recycle the research priorities of the past, which is a barrier to diversity. The FTE process needs to change to include diversity goals and targets for faculty hiring. Equating "quality" with the past exclusively can exclude new or diverse research areas. The EVCs should also be encouraged to communicate to CAPs about the new APM policies.

**Action:** Chair Frank will submit a memo to George Blumenthal advocating for the inclusion of these topics in the graduate education discussion at the Council/EVC retreat. One member noted that UCB Associate Vice Provost for Faculty Equity Angy Stacy has an excellent PowerPoint presentation that would be appropriate for the agenda.

### **III. Excess Units Fee Policy Proposal**

- *With Paul Eykamp, Long Range Enrollment Planning Coordinator*

The California legislature has asked UC to charge additional fees for students who exceed more than 110% of the minimum number of credit units required for graduation. There are reservations at UC and in the Senate about the policy mandate, but pains have been taken to develop an implementation plan that is believed will have the least harmful impact on students. To this end, the units potentially counting toward the fee will be based on units taken only at UC. Students in pursuit of a double major or a high-unit major will also be given extra unit allocations, and other special calculations will be made based on unit requirements for individual majors.

Coordinator Eykamp reported that the current proposal affects students entering as freshmen in Fall 2005 who accrue more than 110% of UC units in more than a four year span. Excess unit fees for transfers are figured in a separate calculation; in which transferred units are not counted. Data models predict that a relatively small numbers of students will be affected—perhaps 100 on each campus. However, students in study abroad programs will be substantially more affected, and there is also a likelihood that poorer and minority students will be disproportionately affected. Officials expect that many students will adjust their behavior as the new policy becomes known, and it is hoped that increased counseling efforts will help students plan coursework effectively to avoid the penalties. One of the most common fee situations will probably involve students who begin their careers by majoring in Science or Engineering and later switch to the Social Sciences or Humanities. In the end, UC does not expect a net increase in revenue from the fees, although the university has already taken a funding cut for it.

UCAAD members expressed concern that the policy could have a differential impact on historically underrepresented minority students. Clearly, students who change majors will be disproportionately affected, but it is not clear whether such students tend to be minorities. Members would be interested in seeing data projecting the sociodemographic makeup of the undergraduate and transfer students likely to be affected. (Committee members can ask for

analyses at the campus level.) It was noted that students who use extra units also take up space others could be filling, so the policy could work as an incentive to finish in less time and promote access. Others noted that UC should focus on fulfilling its educational commitment to students who are already enrolled. Encouraging students to challenge themselves, and then charging them if they fail, is inherently unfair. Pedagogically, it goes against the most recent trends in the best universities- encouraging students to take the most challenging courses and taking a liberal view if they fail. Nevertheless, if the policy is enacted, campuses should take steps to ensure that sufficient counseling services are in place and available. Campuses should also track whether a disparate impact on race or income level becomes apparent. (Proposition 209 would forbid such discrimination).

#### **IV. Campus Reports**

**Berkeley.** Berkeley's joint Chancellor/Senate ad hoc diversity committee has produced a draft report based on round table discussions it conducted with various segments of the campus community. The committee has made a number of policy recommendations, including the institution of an administrative entity focusing exclusively on diversity, and is now working on a proposal for a campus Center for Diversity that would encompass a broad set of diversity-related intellectual interdisciplinary research activities. A diversity forum on March 3 will feature a keynote speech by Boalt Law Dean Chris Edley and speeches by the Chancellor and Academic Senate Chair. The Associate Vice Provost for Faculty Equity is compiling statistics on the diversity hiring record of each department for the web. SWEM is also lobbying for a "Diversity" link on the Berkeley homepage.

In principle, UCB has affirmative action officers in every department whose assigned job is to certify that diversity is a component of the graduate admissions process and to identify and send forward diversity fellowship candidates from each department. In the area of faculty hiring, the AAO may or may not have a role and may or may not be a faculty member. The Associate Vice Provost for Faculty Equity agreed to meet with and brief the search chairs of "problem departments" before the search and sign off on their hiring plan, but she does not explicitly have the power to stop a search. SWEM wants to institute more clearly defined duties for faculty AAOs giving them a clear charge to set diversity goals and sit on faculty searches.

**Davis:** The Davis committee gathered best practices from other UCAAD members related to the role of Affirmative Action Officers. The committee is working with the administration to institute a clearer and stronger role for diversity in faculty searches. The Associate Executive Vice Chancellor for Campus Community Relations is working to institute a mandatory briefing of all faculty search committee chairs by the Provost. The committee's recommendation to brief full committees at the first meeting was rejected as too burdensome, but the committee is trying to come up with alternative creative suggestions for how the provost can provide diversity training for all members of the committees, e.g. via the web.

**Los Angeles.** The UCLA Chancellor's Office of Faculty Diversity has just published 2004-05 diversity statistics for ladder rank faculty on the web at: <http://faculty.diversity.ucla.edu/>. The data include demographic breakdowns for faculty in each department, side by side with underutilization data, as well as five-year trends in hiring of women and underrepresented groups. UCAAD members believe the website to be an almost ideal presentation of diversity data, and several members plan to consult with UCLA about using the website as a model for their own campuses. The UCLA graduate division has just completed a study of graduate diversity, which should also be posted on the web soon.

**San Diego:** The UCSD committee is impressed that the new Associate Chancellor for Diversity has promised to meet with representatives from each department on campus and present them with their ten-year hiring history. The committee is reviewing a report from a Chancellor's Task Force on Underrepresented Faculty, which was available three months before the committee was formally asked to comment. Other members remarked that they also feel their committees are not as involved in normal Senate review cycles to the extent that they should be. It was suggested that UCAAD compile a list of issues and charges they believe campus committees should automatically be a part of and consulted on—e.g., participating in departmental and administration hires and reviews.

**Irvine.** UCI received an institutional transformation Advance grant from the NSF intended to encourage more equitable hiring practices. The grant has funded equity advisors who sign off on departmental hiring plans before a job is advertised. The committee is asking the Executive Vice Chancellor to post underutilization data on the web by year and department, and they also want the data Advance collects in its audit of equity practices to be made available to the faculty on the web. The committee has asked campus counsel to speak about Proposition 209 and affirmative action, and they are considering whether it would be useful to change the term "Affirmative Action" to something with less political baggage without watering down the concept, e.g., "Active Anti-discrimination."

**Santa Barbara.** UCSB is planning a diversity forum for the spring, which will include workshops on issues like obstacles to achievement and promotion. The committee is interested in the issue of mid career equity, as women and minority faculty have more difficulty moving from Associate to Full Professor, and as men and women faculty progress through the step system, their salaries are not equal, even for faculty within the same rank and step. The committee has asked the university to consider helping faculty with down payments because housing costs remain a serious recruitment and retention problem, especially for minority and junior faculty. The committee also sent a memo to top administrators in response to the governor's decision to cut Outreach has objected to the fact that the new strategic academic plan for 2020 only mentions diversity twice, and not at all in the overall plan philosophy. UCSB has stopped using the term "Affirmative Action." AAOs are now referred to as "Academic Equity Officers."

**San Francisco.** The UCSF committee held an extended meeting in January to discuss the challenge of increasing the number of minorities in the health professions. The committee is considering the idea of an "academy of diversity" or a research center at UCSF to coordinate teaching and research efforts around diversity topics. UCSF is also facing the problem of outside candidates declining offers due to housing costs, and some believe the university may need to rely more on promotion from within to fill faculty positions. The committee was successful in funding its proposed ambassadorship program. "Ambassadors" work with search committees at the beginning of the search process to identify diversity issues. The committee is considering strategies to collect and use data in the service of long-term accountability, the need for training at the department level to link diversity with cultural competence, and how to educate faculty and staff about what can be done to promote diversity within the confines of Proposition 209. UCAAD members reviewed pages from the Diversity at UCSF website, particularly the definition of diversity on the front page, and members discussed the importance of making "accountability" a more tangible concept by including specific goals and measures of progress in diversity plans.

**Guest - Vivian Reznik.** Dr. Reznik is Professor of Pediatrics at UCSD and a 2004-2005 American Council on Education (ACE) Fellow. She is engaged in a research project concerned with minority faculty, which involves training and education, as well as a research piece that will

link basic science with community-based applications. She and colleagues are interviewing minority junior faculty in the UCSD School of Medicine about issues of mentoring and faculty development—what they see as barriers and what measures the School could take to increase productivity and loyalty. Federal grant money is also being directed nationwide at efforts to increase minority representation on medical school faculties, through the funding of minority post docs, and junior faculty career development. The NIH Office of Minority Health has launched an effort to study health disparities in America, and is trying to convince researchers to do research in this area, or to add questions about health disparities in existing proposals. UC is working on an initiative to build research centers concerned with health disparities, which is seen as one way to attract minorities into the medical profession at UC.

## V. Future Projects

Chair Frank invited committee members to brainstorm, discuss and prioritize the issues and topics they would like to see UCAAD address during the rest of the year and into the future.

- **Systemwide statement on the value of diversity as integral to excellence:**

The committee proposed developing a definition of diversity and a statement about its place in the mission of the university that could be recommended to the administration as a systemwide statement. The committee will cull ideas for draft language from various sources, including the UCSF definition and the statement in the Berkeley Strategic Academic Plan. Members also discussed Pitzer’s comment about conceiving the original land grant mission of UC as having evolved from mining and agriculture into information technology and human resources—the new “gold” to be mined in California, the most diverse of any nation state, and how serving that population is part of the fundamental mission of UC.

**Action:** Members will share the UCSF and UCB text examples with their committees and return to UCAAD with comments and suggestions.

- **Working with CAPs and UCAP:**

**APM Changes.** UCAAD wants to ensure that the APM policy changes have a positive effect on faculty behavior and the behavior of CAP committees in personnel review actions. Training, or “briefing” CAP committees and senate staff about the new guidelines so they are quickly integrated into the CAP culture will be crucial. Training should also be directed toward faculty generally. Faculty may benefit from reminders about the policy or help in articulating how they are enhancing the diversity of the campus so they get credit for it. EVCs, divisional senate offices, and perhaps local CAAD committees, should all play a role in briefing CAPs on the new policies, and the policy should be circulated to CAPs at the beginning of the year for the next few years. Finally, those local committees who sit on divisional councils should get the policy change as an agenda item on council agendas.

Members discussed the unique burdens and pressures placed on minority and women faculty to mentor and advise multiple students and serve on multiple committees, which can take time away from research activities and hurt a career. There can also be a sense of risk—if you, as the only minority faculty member in a department, say no to a service opportunity, it could have a negative impact on your career, and nobody wants to close the door on students. The problem is one of critical mass—if a diverse enough faculty body is hired, this is not a problem. There also needs to be a shift in thinking that it is only minorities who do this kind of work.

**Market Salaries and diversity.** CAP committees usually want to see a competitive offer in hand before they take action on granting an off scale salary. Campuses should be proactively

sensitive to diversity retention by monitoring rank and step before faculty receive competitive offers.

**Step VI Investigation.** UCAAD will work with UCAP on the development of queries for the longitudinal faculty career database. Professor Yahr will forward her own data study on systemwide step system advancement inequities for men vs. women. The Chair will introduce those methodologies at the meeting too.

**Action:** Chair Frank will address these issues at the UCAP meeting.

- **Graduate Application Language:**

An increasing number of students applying for graduate school do not report ethnicity on their applications. However, narratives about background and experiences can be considered. Members discussed ways to implement recommendations from the UCAAD graduate diversity report, including a strengthening of diversity language in the applications for all campuses. The committee will consider bringing a proposal to CCGA for joint consideration.

- **Web Presence for Diversity.**

UCAAD sees a need for more visibility/transparency of diversity and diversity data on the web. Members discussed how the web could be employed to create a larger, more uniform impact.

- **Local campus committee empowerment program**

UCAAD will consider developing a set of recommendations for local committees and campuses suggesting what the role of a strong campus diversity committee should be in departmental and administrative reviews and hires. At least three local committees still do not sit on their senate councils or executive committees.

- **Affirmative Action Officer Proposal**

UCSB and Berkeley are the only campuses with departmental diversity representatives (Affirmative Action Officers). UCAAD will develop a proposal for instituting and empowering AAOs, including what their ideal role at the department level should be. The position paper may also include a recommendation for every campus to have a high-level academic diversity coordinator. A subcommittee of representatives Gibor Basri and Shirley Lim will gather best practices into a draft program proposal.

- **Admission by Exception**

Chair Frank will ask BOARS for an update about what that committee is doing in this area. Some on UCAAD noted that using Admission by Exception as a diversity tool would be counterproductive because admitting students of color who are not qualified would only increase the stigma of affirmative action. There are many eligible minority applicants

The meeting adjourned at 4:00 PM.

**Distributions:**

1. Pages from UCSF diversity website
2. Diversity data from UCLA website

Minutes prepared by Michael LaBriola  
Attest: Ross Frank