

**COMMITTEE ON AFFIRMATIVE ACTION AND DIVERSITY
MEETING MINUTES – JANUARY 10, 2013**

Present: Manuela Martins-Green (Chair), Emily Roxworthy (Vice Chair), Sandra Smith (UCB), Grace Tonner (UCI), Francisco Ramos-Gomez (UCLA), Rudi Ortiz (UCM), Janet Shim (UCSF), David Lopez-Carr (UCSC), William Jacob (Ex Officio-Council Vice Chair), Michael Navarro (Student Representative-UCSD), Eric Zarate (Analyst), Susan Carlson (Vice Provost), Martha Winnacker (Executive Director), Jesse Bernal (Diversity Coordinator), Sheila O'Rourke (Director), and Janet Lockwood (Manager)

I. Chair's Report/Announcements/Updates

Updates

Chair Martins-Green provided the following updates:

- Solicitations for 2013-14 Council Vice Chair have been sent to the committee, and members are encouraged to think of candidates from their campuses. Chair Martins-Green noted that the vice chair position has been populated by the northern campuses for the past few years and that it would be refreshing to have a representative from a southern campus. Nominations can be submitted directly to Academic Senate Chair Powell.
- The benefits of a residential campus and face-to-face teaching are still tremendous, but the Provost sees online courses as an opportunity to invest in the teaching endeavors of UC. Chair Martins-Green noted that sufficient investment in infrastructure would be required if UC is to compete with Stanford, Harvard, and MIT in this arena.
- The President is going to channel the new rebenching moneys to each campus on a per-student basis. Funding will be same across the campuses for each category of student; however it will take six years for the funding to completely normalize. President Yudof has already allocated \$16 million across the campuses for this year. Academic Senate Chair Powell is asking the Senate to advise the President on how future moneys should be allocated.
- The Provost has extended the timeline for campuses to develop gender equity study plans following UCAAD's 2011 *Analysis of UC Pay Equity by Sex and, Among Men, Ethnicity 2009-2011*. The expectation is that the campus plans will begin to be submitted by January 15 and that the committee can start to evaluate them at April meeting, if not sooner.
- Vice Chair Emily Roxworthy has volunteered to serve as the BOARS liaison. UCAAD's involvement with BOARS will be very important.

December 12 Academic Council Meeting

Janet Shim attended on behalf of Chair Martins-Green and Vice Chair Roxworthy, who were not available. She explained that Regent Kieffer had come to the last Council meeting to hear what faculty think the Regents are doing right, what they are doing wrong, and how they can help.

In light of the University's financial difficulties, faculty asked why research isn't highlighted as a way to promote UC's contributions to the state and country. Regent Kieffer said that he felt the campuses were a more effective vehicle than the Board of Regents for communicating research accomplishments because of their established connections to local communities and alumni. Another issue raised was the desire for more involvement from the Regents on issues affecting higher education across the US, specifically the shifting composition from tenure-track to adjunct faculty and its impact on shared governance. Council members also asked that the Regents cultivate a more specific understanding

about graduate students and about the expense of graduate education. They expressed a desire to frame graduate students as the core of UC's mission to train future researchers and scholars. Regent Kieffer stated that the Regents were very aware of the pressure of fees from the professional schools and acknowledged that there is an occasional (perhaps misdirected) inclination to lump academic graduate students with professional students. The last significant item concerned the Regents' planned presentations on teaching and technology. The discussion initially concerned online courses, how teaching is affected by new technologies, and best practices that UC can learn from other institutions.

Chair Martins-Green commented that the goal of these visits is to educate the Regents. She reminded the committee that Regent Ruiz would be attending its April meeting and that it was extremely important for members to attend.

II. Consent Calendar

Chair Martins-Green asked that a discussion of APM 210 be inserted before Item Seven. The agenda was approved.

The Chair explained that Committee Analyst Zarate would email members the minutes from the previous meeting along with last year's UCAAD Report to the Assembly. She asked that members ensure that they respond to Mr. Zarate when they receive the email.

III. Roundtable on Best Practices for Mentoring with Sheila O'Rourke, Director of Faculty and Postdoctoral Initiatives at UC Berkeley and Director of University of California President's Postdoctoral Fellowship Program

Sheila O'Rourke, Director of the President's Post-Doctoral Fellowship Program, addressed the committee regarding best practices for official mentorship programs.

Ms. O'Rourke noted that faculty at different campuses have different mentoring needs; similarly, faculty at different stages of their career and in different departments require diverse mentoring approaches. The old model of mentoring – of a wise senior colleague taking a junior colleague under his wing – is outdated; a new approach looks as mentoring as a mosaic which addresses the multiple needs that a faculty member might have. For example, junior faculty need a certain baseline of information about advancement; this information is usually best obtained from the department chair. Setting up formal expectations among department chairs for mentoring is critical, particularly to assist faculty who might be more likely to be left out of informal networks – who are not part of the traditional social power structure of academia.

Young faculty also need mentoring pertaining to academic research and intellectual life. The department chair may be working in a field or discipline that is very different from the faculty member, and may not be the best person to provide that type of information. In that case, the chair should facilitate connections in the faculty member's field – perhaps with colleagues at other institutions. Other important mentoring involves personal issues. In these instances, the department chair is probably the last person that a junior faculty should be encouraged to approach. Having advice and support outside the department, far from people in positions of influence or power, is important.

Online mentoring programs are earning tremendous positive feedback. These anonymous and national accountability groups provide workshops on advancement and are highly tailored to the needs of modern faculty who are inundated with demands on their time.

The last facet of the mosaic is affinity group mentoring that historically has – and continues to have – a lot of value for faculty, particularly for those from groups that have been underrepresented in higher education.

Chair Martins-Green said that UCAAD would like to write a white paper that offers a framework for mentoring that campuses can adapt for their individual constituencies. She noted that Berkeley had an administrative structure in place for mentoring and asked how important that structure was to the success of the program. Ms. O'Rourke said that the structure was important, but that it can be accomplished through existing administrative departments. Tapping the existing administration for accountability is role that Ms. O'Rourke thought UCAAD could play.

Francisco Ramos-Gomez asked Ms. O'Rourke to comment on the maintenance, sustainability, and assessment of mentoring programs. Ms. O'Rourke stated that evaluation is challenging because there are so many factors that go into any individual junior faculty's trajectory. One tool that might work is the University's climate survey.

Ms. O'Rourke called attention to the mentoring of associate faculty. She stated that there tends to be an emphasis on assistant professors, but the mentoring of associate faculty – particularly in the book-based disciplines – is a huge area of need. She suggested that the committee look at criteria for advancement and determine if they should be fine-tuned, especially in light of current publishing and press issues. David Lopez-Carr observed that there is little in the way of graduate mentoring. He suggested that this might be another avenue UCAAD could pursue. Ms. O'Rourke said that there is a staff person at UCSF who has done a tremendous workshop for graduate students. She noted that the University has many institutional resources in place, but they are not generally known.

Chair Martins-Green remarked that the Academic Council is meeting on January 23 with the executive vice chancellors and that perhaps UCAAD could add mentoring to the agenda.

Ms. O'Rourke alerted the committee to an online University report detailing the change in the diversity of faculty over time. She said that the report was excellent, and recommended that all the committee members read it and publicize it on their campuses. Another initiative Ms. O'Rourke discussed is the NSF ADVANCE grant, which is going to sponsor a day-long roundtable focused on faculty mentoring on April 10 in Riverside. She suggested that UCAAD provide Vice Provost Susan Carlson with input to the agenda. Chair Martins-Green stated that campus personnel are invited to the roundtable, and encouraged members to consider attending.

Ms. O'Rourke cautioned that resistance to better faculty mentoring is prevalent. Many senior faculty do not recognize the support that they have had throughout their careers. The need for mentoring is critical, however, as more people are working remotely, are single parents, or have dual-career households. Budget cuts also require faculty to do more than in previous decades.

Ms. O'Rourke volunteered some key points for UCAAD's white paper, including discussion about making mentoring a part of the chair job description, along with the expectation that each department create its own mentoring program. She suggested that academic program review could be used as an institutionalized quality-control process on each campus. In all cases, she said, there needs to be more of a focus on associate professors. The white paper might also specify that every campus collect data on advancement by different sub-groups: by field, by gender, by underrepresented minority status -- so that there is a clear sense if there are problem areas.

Vice Chair Roxworthy recalled that some previous recipients of the President's Post-Doctoral Fellowship (PDFP) felt stigmatized by being part of that program. She speculated that senior faculty should be mentored on diversity issues to counteract that type of bias.

IV. Consultation with Academic Senate Leadership

Executive Director Martha Winnacker told the committee that the governor has announced his budget which includes an increase of almost \$125 million for UC this year, and an additional \$125 million for next year. The University will be given a five percent increase per year in state funding for both 2013-14 and 2014-15; the two following years will see a four percent increase per year. However, these increases come with the proviso that there can be no tuition increase. Of the new funds, \$10 million is dedicated to using technology and online offerings, and is meant to be focused on the areas of greatest enrollment and impact (defined as the ability to get necessary courses and sequences in a timely manner).

The University has proposed for several years that UC should service the debt service on its own bonds. The Office of the President believes that its finance officers could refinance the University's bonds at a lower interest rate. That proposal has been approved, with the stipulation that all savings must be put toward instructional purposes.

Director Winnacker reminded the committee that the current budget information reflects only the first phase of the state's budget development process. By the time of the May revise, there may be fluctuation due to tax revenues, the condition of the economy, and negotiation by UC and other constituent groups.

Senate Vice-Chair Jacob mentioned that the tone of the governor's presentation was that UC needs to rein in the costs of higher education. He expressed frustration that the governor's office did not seem to take into account the public health mission of the University (which is expensive), the research which brings funds into the University, UC's role in the stimulation of the California economy, and the fact that UC has continued to enroll students despite the \$900 million that was cut from its budget over a four-year period. Professor Jacob stated that UC must communicate its need to have tuition increases in order to provide return-to-aid, which is not well understood either by the government, the public, or by potential students.

Vice-Chair Jacob provided an update on the Senate leadership's ongoing negotiations with Associate Vice President Peggy Arrivas regarding the way that composite benefit rates will be calculated for summer salary, which is not covered compensation for UCRP. Standardized composite benefit rates, rather than the actual cost of benefits, will be charged to research grants. If summer salaries are charged at academic-year salary rates, the benefits charge to grants that include summer salary may go up as much as 20 percent. The Senate is trying to avoid this outcome.

V. Announcements from the President's Office

Vice-Provost Carlson informed the committee that she would be presenting a new faculty diversity report at the Wednesday Regents' meeting. She explained that the report provides an accounting of faculty diversity in terms of gender, race, and ethnicity, as well as a more nuanced way of accounting for international faculty; previous methods significantly underestimated the number of international faculty systemwide. The new report shows that over 22 percent of ladder-rank faculty are international. While this reflects a large change in the number of reported international faculty, the actual number has been consistent for about 12 years. VP Carlson explained that the report tracks

gender, race and ethnicity separately for both domestic and international faculty. For example, Asian domestic faculty make up 8.2 percent of the ladder-rank faculty, and Asian international faculty make up 6.6 percent. In addition, the titles of many categories have changed to more accurately capture faculty identification. Titles such as Chicano/Latino/Hispanic and Black/African/African American are in place for both citizen and non-citizen faculty.

VP Carlson explained that the early section of the report places UC in the context of its eight comparable research universities; UC does well, ranking number two for both gender and URM representation. While she noted that this was significant, VP Carlson quickly acknowledged that University is not where it should be in terms of faculty diversity. The final section of the report highlights what the University is doing to improve the situation; the oral report on Wednesday will focus on two programs: the Presidential Post Doctoral Fellowship Program, and the systemwide ADVANCE program, which is meant to increase diversity of gender and URM in the STEM fields.

Diversity Director Jesse Bernal provided an update on the Professional Degree Supplemental Tuition Task Force which was formed to address the 2006 Regental policy allowing supplemental tuition for some professional degree programs. The 2006 policy required campuses to look at trends in diversity, establish diversity strategic plans, consult with faculty and students, and submit justification for proposed fees to the Regents for approval. This process placed a significant burden on programs, campuses, and the Office of the President, which reviewed the proposals. Furthermore, the checks in policy were largely ignored, with the Regents approving exemptions in most cases. The Task Force is working to maintain the key components of the policy while making it more realistic, streamlined, and accountable. It includes faculty representation from UCAAD, Planning and Budget, and CCGA.

VI. Review of 2002 UCOP Guide to Recruitment and Retention of Faculty

Chair Martins-Green stated that she had read the Guide, and while it contained relevant and applicable information, it needed to be updated and made electronic. VP Carlson agreed, but stated it has been difficult to accomplish due to lack of staffing. She welcomed reminders from the committee and invited members to serve as advisors on the project. The Chair and Vice Chair volunteered to assist the project's completion.

VII. Consultation with UCAP on Proposed Changes to APM 210-1d

Chair Martins-Green stated that she had received new proposed language for APM 210 from UCAP. The committee discussed the original language, UCAAD's previous suggested language, and UCAP's recent submission at great length. In addition, several new revisions and phrasing options were debated.

It was largely agreed that the goal of UCAAD's language was to serve two purposes: an explicit statement that research and other academic activities directed toward diversity and equal opportunity are given equal weight and academic merit in promotion as any other research teaching or service, and that the University encourage and recognize faculty teaching and service in relation to equal opportunity and diversity.

After extensive discussion, the committee agreed on revisions to the UCAP submission. However, these revisions reflected only the opinions of the four UCAAD members who were present at the meeting; the rest were absent due to illness. Chair Martins-Green expressed concern about extreme lack of attendance and suggested that she would email the two proposals (UCAP's suggested language

and the new revisions by UCAAD) to all of the committee members for review. Once she had committee-wide input on the options, she would respond to UCAP by January 30.

VIII. Planning for Regent Fred Ruiz’s Visit to UCAAD April Meeting

Chair Martins-Green requested that each committee member provide Analyst Zarate with a biographical sketch and a picture in preparation for Regent Ruiz’s visit. She also asked that any questions for Regent Ruiz be submitted to her as soon as possible so that she could send them to him in advance of his visit. Regent Ruiz had expressed a desire to assist with faculty diversity pipeline concerns, and Chair Martins-Green would like the committee to be prepared with suggestions as to how he could help.

Adjournment:

The meeting was adjourned at 3:09 p.m.

Attest: Manuela Martins-Green
Prepared by Fredye Harms