UNIVERSITY OF CALIFORNIA   **ACADEMIC SENATE**
UNIVERSITY COMMITTEE ON AFFIRMATIVE ACTION AND DIVERSITY
November 1, 2005 Meeting Minutes

Attending: Daniel S. Weiss, Chair (UCSF), Gibor Basri, Vice-Chair, (UCB), Nancy Beckage (UCR), Theodore Chan (UCSD), Gina Dent (UCSC), Ching-Yao Fong (UCD), Jody Kreiman (UCLA), Francis Lu (UCSF), Pauline Yahr (UCI), Anita Garcia, (Student-UCLA), Harry Khanna (Student-UCSD, phone) Cliff Brunk (Senate Chair), John Oakley (Senate Vice-Chair), Maria Bertero-Barcelo (Senate Executive Director), Sheila O'Rourke (Executive Director, Academic Compliance), Michael LaBriola (Senate Analyst)

I.   Announcements by the UCAAD Chair – *Daniel Weiss*

Chair Weiss welcomed members and reviewed the charge of the committee. UCAAD's role, outlined in Senate Bylaw 140, is to study issues and policies concerning affirmative action and diversity for academic personnel, students and academic programs; to coordinate the work of divisional diversity committees; to review data related to diversity and equity at the University for women and ethnic minorities, and to report to the appropriate University bodies on these matters. Committee members are asked to contact their divisional senate office if they are unable to attend a meeting so an alternate can be found. Finally, members can communicate with each other through the UCAAD listserve by addressing an email from a registered account to UCAAD-L@LISTSERV.UCOP.EDU.

Action: The committee analyst will poll members about a future meeting date over email.

II.   Consent Calendar

Action: UCAAD approved the draft minutes of April 22, 2005.

III.   Message from the Senate Chair and Vice Chair – *Cliff Brunk and John Oakley*

Academic Senate Chair Cliff Brunk and Vice Chair John Oakley thanked members for their volunteer service to the Academic Senate. Chair Brunk reported that President Dynes has appointed a Task Force charged with conducting a comprehensive review of efforts around faculty diversity at the University. Chair Brunk and UCAAD Vice Chair Basri both serve on the Task Force, which is chaired by UCLA Associate Vice Chancellor Rosina Becerra. Task Force members are visiting each campus to assess programs and compile best practices for increasing the representation of women and minorities in the faculty ranks. Chair Brunk said diversity concerns can't be relegated to a single committee, but must be integrated broadly into the culture of the university. He encouraged faculty to view the Academic Senate as an effective mechanism for influencing policies and practices around diversity and other areas.

Vice Chair Oakley outlined the process of shared governance and the structure of Senate review. He encouraged UCAAD to work with other committees, and noted that groups can often arrive at better solutions to problems than individuals, which is particularly relevant in the Senate, where an inclusive approach to decision-making is the standard. The vice chair said UC is committed to making more improvements in the hiring, advancement and retention of women faculty members. Although UC leads its peer institutions on many family friendly issues, progress is still needed, particularly in areas such as child care. He noted that a major issue of concern for the Senate this year continues to be graduate education. The cost of a graduate degree is becoming prohibitively expensive for many Californians, which is particularly harmful to diversity. Finally, the vice chair acknowledged UCAAD's desire for a permanent seat on Council but said there is resistance to enlarging Council beyond a manageable and effective size.

One UCAAD member noted that when diversity committees are not represented on executive Senate bodies it is less likely that diversity concerns are part of the discussion.

IV.   Consultation with UCOP – *Sheila O'Rourke, Exec. Director of Academic Compliance*

Director O'Rourke is charged with coordinating systemwide projects related to gender equity and faculty diversity, including the President's Postdoctoral Fellowship Program. She reported that the most current data on faculty hiring will be available and posted on the internet by the end of November. Other available data include 25-year hiring data by race and gender, and an analysis by field of the Ph.D. pool vs. hiring. Good longitudinal career advancement data is still being developed. Director O'Rourke distributed copies of the Affirmative Action Guidelines for the Recruitment and Retention of Faculty.

UCAAD members agreed that UC needs better quality data on diversity. The President's Task Force should recommend new mandates to campuses to provide ongoing data as well as a comprehensive and critical review of data gathering methodology around diversity issues.

V.   Continued Report and Discussion: President's Task Force on Faculty Diversity

UCAAD Vice Chair Basri reported that each of the 12 faculty and administrative members of the President's Task Force is assigned to approximately three campus site visits. Site visits involve a Town Hall meeting as well as meetings with CAP and other groups. The Task Force will address the Council of Chancellor's dinner on January 10, and complete its final report in early 2006. In spring 2006, President Dynes will convene a systemwide Summit on Faculty Diversity. The Task Force is considering such issues as climate, the role of search committees, the diversity pipeline, and mentoring support for junior faculty. Retention is also a key focus as diverse faculty members are leaving the University almost as fast as they are being replaced with new hires. The president has encouraged the Task Force to think creatively and radically on the issues, but Vice Chair Basri said the Task Force's ultimate recommendations will mean little if the larger university community—particularly the faculty—is not prepared to take the issues seriously.

Director O'Rourke added that UCAAD will have an opportunity to review a draft of the Task Force report. She said the pipeline linking graduate admissions to future faculty is a vital piece of faculty diversity. Unlike other industries, the University—which produces 10% of all Ph.D. in the US—controls its own pipeline. Although UC is hiring underrepresented minorities at the same rate as availability pools where the pipeline is large—i.e. the Social Sciences—the University is hiring below availability in areas where the pipeline is small. Director O'Rourke said UCAAD might consider how changes to graduate school selection procedures and criteria could be used to diversify the pipeline.

UCAAD Members noted that UC must remember its original land grant mission – to serve the population of California as an accessible institution, not simply a prestigious brand name. If UC fails to remain accountable to the diverse population of California, its funding may continue to decrease. There are additional obstacles to the creation of a more diverse faculty, including narrowly-written job descriptions, small availability pools in the Sciences, and a widespread impression that Proposition 209 has constrained efforts to increase diversity more than it has.

V.   Message from the Academic Senate Executive Director – *María Bertero-Barceló*

Executive Director Bertero-Barceló reported that the administrative goal of her office and staff is to ensure that the academic mission of the Senate and its faculty are met. The committee analyst is available to prepare agendas, to draft minutes, responses and reports, to share

institutional knowledge and help ensure proper protocol. The Senate's legislative analyst may ask UCAAD to comment on proposed federal and state legislation of interest to faculty. Meeting minutes are posted on the web and other committee documents are publicly discoverable, so members should monitor for sensitive content on the assumption that anyone could potentially see these materials. Only Council-approved reports are posted on the web, but soon a password-protected website will allow UCAAD to post drafts, reports and working documents online. Systemwide Committee Guidelines are posted on the Senate website. All UCAAD members are required to use UCLA Travel to book airline tickets, and committees are encouraged to suggest topics for inclusion in *The Senate Source*.

VI.   Campus Reports

Santa Cruz. The Committee on Affirmative Action and Diversity (CAAD) has been authorized by the new UCSC Chancellor to produce a campus-wide diversity climate survey. CAAD hopes the survey will assess UCSC's commitment to diversity, draw awareness to faculty perceptions about the environment of equity and inclusiveness at the university, and inspire positive changes. However, because it has been difficult to agree on a methodology that will capture accurate data about the level of inclusiveness on campus, CAAD also sees the survey as an opportunity to look beyond conventional data gathering creatively into what is really meant by diversity data. CAAD is interested in input from UCAAD into this question.

Berkeley. In addition to chairing SWEM (the Senate Committee on the Status of Women and Ethnic Minorities) UCAAD Vice Chair Basri co-chairs the Diversity Project Coordinating Committee, which is helping to organize the Berkeley Diversity Research Initiative, a campuswide initiative that will promote and coordinate scholarly work on multiculturalism. A subcommittee of the Coordinating Committee recommended to the Chancellor that UCB institute a central administrative authority focused on diversity. In the meantime, a third ad hoc group composed broadly of campus leaders meets regularly to discuss a variety of diversity issues. SWEM is pushing for the Budget and Interdepartmental Relations Committee (Berkeley's "CAP"), to consider diversity issues in their deliberations. The committee is considering strategies for the implementation of new APM changes related to diversity, and plans to recommend a diversity training requirement for search chairs and department chairs. Thanks to SWEM, the Berkeley academic strategic plan now contains language indicating that diversity concerns should be integrated into the program reviews process

Davis. The UCD Committee on Affirmative Action (CAAD) has established a subcommittee to focus on implementation of changes to APM 210, 240, and 245. The subcommittee includes the Associate Executive Vice Chancellor, who wants to institute training programs for senior advisors. CAAD is studying ways to reconcile the University's commitment for affirmative action with the constraints of Proposition 209; considering new boilerplate language for position announcements and job descriptions; and pushing for more visible diversity data on the web. CAAD recently recommended against dissolution of the Chancellor's Advisory Committee on the Status of Women at Davis.

San Francisco. The Equal Opportunity Committee (EQOP) has been considering the implementation of APM 210, 240, 245; growing ethnic disparities in health care; UC participation in the California University Pipeline Project; and how to improve data collection methodology at UCSF. The committee works directly with UCSF's Faculty Ambassador Program (AP), to help search committees address diversity issues. The most recent AP progress report is on the EQOP website. In addition to EQOP, there is a diversity task force in each of UCSF's four schools, and a Chancellor's Advisory Committee on Diversity, composed of a broad cross section of the university community. A 2001 climate survey indicated that many

UCSF faculty members, particularly women, felt there was insufficient support for career advancement and opportunities for leadership at UCSF. One response has been the recently launched Faculty Leadership Collaborative — a leadership training program for faculty who are interested in improving their leadership skills and enhancing their opportunities for appointments to leadership positions. Diversity is a factor in the selection of applicants to the program.

Los Angeles. Sensing a general lack of awareness about diversity issues on the UCLA campus, the Committee on Diversity and Equal Opportunity (CODEO) has decided that raising awareness about diversity and its importance to excellence is one of its major goals this year. A medical school salary disparity study was inconclusive, but the recommendations accompanying the study were well received. These included salary negotiation seminars for women faculty, and the need for improved mentoring and networking opportunities. Finally CODEO is seeking more involvement in the search committee process for both new faculty and for several recently opened senior administrator positions.

Irvine. At UCI, the Senate's diversity committee is actually a subcommittee of the Faculty Welfare Council. The Senate is rethinking this arrangement, as well as the desirability of assigning a single group to address diversity issues. Last year the diversity subcommittee successfully obtained and posted underutilization data for women and minorities on the web and has asked that this data be distributed to both faculty and departments. Irvine's five year institutional transformation grant from the NSF to improve gender equity in the Sciences at UCI is in its final year. The grant has had a positive impact on hiring and has helped increase mentoring services for women faculty. Less attention has been paid to ethnic diversity, but the subcommittee is planning to review UCI's legally-required federal affirmative action compliance plan, and is increasing its efforts to obtain separate pay equity data for women and minorities.

San Diego. At UCSD, one of CAAD's main functions is to help in the distribution of faculty career development awards, which include efforts around diversity as part of the criteria for the award. The committee is studying ways to improve and leverage data collection on diversity at UCSD. Finally, the committee wants to build a collaborative relationship with the new campus diversity officer, Jorge Huerta, who also sits on the President's Task Force.

Riverside. Although the top administrative and Senate positions at UCR are currently held by women, CAAD is concerned about climate and the general advancement of women and ethnic minorities on campus. The committee will soon meet with the vice provost for faculty equity and the president's special assistant for diversity to talk about how the campus should move forward on a number of initiatives related to equity and diversity, including the institution of exit interviews and the expansion of successful mentoring programs for junior minority and women faculty. The mentoring program matches female assistant professors with female mentors from other departments. The EVC's office also sponsors file workshops for junior faculty to help teach good file practices and to encourage long-term career planning. CAAD is seeking a permanent seat on the Senate Advisory Council and is advocating for more participation by UCR in the graduate student fellowship programs that address pipeline issues, such as the President's Postdoctoral Fellowship Program.

The Berkeley SWEM's [Guide for Junior Faculty](#), was mentioned as a diversity-friendly career mentoring resource for junior faculty, as was UCSF's Faculty Handbook for Success, Advancement, and Promotion.

Student Representatives. The graduate student representative reported that one of the major obstacles facing her colleagues is the rising cost of graduate education. Fee increases have severely hurt the ability of the university to recruit minority students because large debt loads disproportionately affect those students.

VII. Status of UCAAD's Systemwide Statement on Diversity and Recommendations for Local Diversity Committee Empowerment

In July, UCAAD asked Council to endorse its proposed systemwide statement about the place of diversity in the mission of the University. The statement was sent for review and comment to systemwide committees, which have until November 30 to respond, and divisions, which have until January 10. Chair Weiss asked UCAAD members to ensure that their divisional chair is aware that the review is occurring. Members agreed that the committee should submit a memo to Council reaffirming that this year's UCAAD strongly supports and unanimously endorses the statement and is hopeful that feedback from divisions will be favorable. Assuming Council endorses the statement, it may prove useful for local committees to draw on that endorsement in efforts to secure seats on executive council. Gaining Council representation continues to be a priority for UCAAD. Members noted that diversity should not be relegated to one committee, but until every committee shares a concern about diversity, the best way to ensure that these issues are part of the discussion is for UCAAD to have a seat on Council. The status of UCAAD's other pending proposal, Recommendations for Local Diversity Committee Empowerment, is unclear.

Action: In a letter to Council re-endorsing the diversity statement, the committee will inquire about the status of the Local Committee Recommendations.

VIII. Implementation of Changes to APM 210, 240, and 245

On July 1, APM policy modifications took effect that add diversity language to the criteria for faculty advancement and ask administrators to maintain and report on divisional affirmative action programs. The June 2005 *Senate Source* contains an article that summarizes the changes.

The APM changes create more incentives for individual faculty member to participate in diversity and present new opportunities for recognition of diversity activities. Members agreed that UCAAD should develop pro-active strategies to draw awareness to the changes and ensure their implementation. There are at least three components to this effort:

Gibor Basri is on the President's TF, which has conducted campus visits and met with CAP among other groups. Discussion about how this works on various campuses.

Publicizing the changes. Informing the faculty as a whole is a critical component of the implementation process. A continual stream of communication moving to the faculty will help keep the issue alive and at the forefront of consciousness.

Monitoring the implementation. Because the CAP and departmental level is where much of the real work is done, CAPs and departments must also be pro-active. CAP's should consider how they will value the usefulness of a contribution and communicate to departments their expectation that this issue will be addressed. Local diversity committees should seek to build a relationship between themselves and CAPs on the APMs and other issues. UCAP should also be involved.

Evaluating the effectiveness of the implementation. At the end of the year it may be desirable for some report to be generated on each campus by CAPs or CAADs, which asks what specific steps the campuses took to make faculty and departments aware of the APM modification, and how they came into play during the year—e.g. in what percentage of the files reviewed were these issues were a factor.

The UCSF representative also distributed a document developed by his campus, which converts the text of the Office of Academic Advancement's *Affirmative Action Guidelines* booklet into a spreadsheet with action steps, outlining a level of mandate for each step according to what is compelled under federal affirmative action regulations or permissible under Proposition 209, at the campus, school of department level. He said the APM changes are an opportunity to give traction to the *Guidelines* and suggested that UCAAD submit this document to the campuses as a possible guide for implementation of the APMs.

Action: Representatives Lu, Beckage and Vice Chair Basri volunteered to work on a draft implementation proposal. Chair Weiss and/or Vice Chair Basri will attend the December 6 UCAP meeting to solicit input into this issue.

VIII.   Other Projects and Priorities for UCAAD

The committee identified a few projects it may want to address and make progress on this year.

Graduate Application Language: Members discussed ways to strengthen diversity language in graduate school applications. Applications on a few campuses include statements about the value of diversity or questions about how diversity figures into the background and personal experiences of the student applying. UCAAD could make a recommendation for campuses to standardize these questions in a more uniform way. It would be a low cost way to make a serious statement to admissions committees about the importance of diversity that would have a practical impact on the pipeline. The committee may bring a proposal to CCGA for joint consideration.

Action: A subcommittee Chair Weiss, Vice Chair Basri, and Student Representative Garcia will develop a draft to circulate to the rest of the committee.

Creating a Web presence for diversity. Members discussed how the Web could be employed to create more visibility for diversity and diversity data in a more uniform, user-friendly format. The UCLA diversity website was cited as one very effective model. The committee decided not to pursue a systemwide recommendation, but UCAAD members will advocate for improvements on their own, which might include posting underutilization and retention numbers and adding a diversity link on the campus home page.

Other long term goals and projects mentioned were:
- Pushing for better, more uniform data on faculty career advancement and other diversity issues.
- Affirmative Action Officers: Advocating for the institution of a designated faculty member in each department who addresses diversity.
- Addressing criticisms of diversity—for instance, that diversity and excellence are not compatible—in a coordinated campaign.

The meeting adjourned at 3:45 PM.

Distributions:
1. UCAAD's Proposed Systemwide Statement on Diversity
2. Action steps for Recruitment and Retention of Faculty

Minutes prepared by Michael LaBriola
Attest: Daniel S. Weiss