

UNIVERSITY COMMITTEE ON AFFIRMATIVE ACTION, DIVERSITY, AND EQUITY

Thursday, October 12, 2017

Meeting Minutes**1. Welcome and introductions**

UCAADE Chair Tanya Golash-Boza welcomed committee members to the first meeting of the academic year and asked attendees to introduce themselves and mention the challenges and goals of their divisional diversity and equity committee.

2. Campus Reports

UCSD has two continuing priorities and two new priorities this year. The local committee is working with the Center for Diversity and Inclusion to try to get a better understanding of the “Contributions to Diversity” statement that the campus requires for faculty promotions. The committee is looking into why the population of students with disabilities is declining. The committee’s new goals concern why the campus undergraduate courses that fulfill the Diversity, Equity and Inclusion breadth requirement receive lower than average student evaluation scores. The committee is also working on obtaining data on faculty retention and pre-retention to see how it may be linked to salary equity.

UCLA: Last year the committee focused on ways of helping increasing diversity, on discussion on freedom of speech and hate speech, and the role of faculty equity advisors. This year, a major goal is to get approval for new guidelines that the Academic Senate Committee on Diversity, Equity and Inclusion has developed to be included in the programs review manual to describe their efforts to foster diversity, equity and inclusion for faculty, staff and students, and to promote departmental climate embracing diversity. The committee will also select the recipients of the Diversity, Equity and Inclusion award for faculty, students and staff and continue to work with the Office of Diversity, Equity and Inclusion to foster diversity on campus.

UCSF’s campus climate survey showed worse results for women and underrepresented minorities. The local committee wants to look at the data in more depth and explore the results with faculty from underrepresented groups to find out the reasons. The committee is also concerned with DACA, which affects students and staff.

UC Irvine’s faculty diversity committee is part of a larger “Council on Faculty Welfare, Diversity, and Academic Freedom,” and thus covers a larger scope. Priorities for the committee include the accessibility of buildings to disabled members of the campus community and pay equity. The committee is also looking into issues of free speech and hate speech; provocateurs have come to the Irvine campus. Issues around the university police and discrimination have impacted the campus. The law school and other departments have developed an infrastructure to support DACA students.

The *UC Davis* committee last year discussed the President's Postdoctoral program due to issues with the committee on academic personnel and perceived additional burdens on the fellows. The committee also looked into equity issues around sports teams. There is a general feeling of frustration that that same issues are being discussed over and over again with nothing happening. At one of the CAAD meetings, a member of the committee started criticizing affirmative action for unfairness to white people.

Riverside is conducting a new climate survey. Last year UC Riverside experienced a significant exodus of women and faculty from underrepresented groups. The committee asked the administration for statistics, but was unable to get usable information so they are working on getting the right data. The campus is getting close to approving gender studies courses as breadth requirements, which will broaden opportunities for students. The committee is looking into realigning merit and promotion process to match core campus values on diversity. On the forms, there is no specific place to enter information on contributions of diversity – it is embedded in other areas.

UCSB: The campus committee is involved in discussions about requiring diversity training for faculty search committees and has been talking about salary equity studies. The campus is in the process of implementing a faculty diversity award similar to the existing teaching award.

UCM is working on recruitment and retention of black STEM faculty and ways to improve. The campus is potentially changing the way promotions are done to include half-step promotions. Some other campuses have half steps to recognize faculty that have gone above and beyond in teaching, research, or service. The local committee started reviewing its faculty equity advisor program last semester to find out if there are any areas for improvement, including ensuring consideration of LGBT issues. The committee is also assisting the Director of Campus Climate on drafting a statement of diversity that is specific to UCM to replace the current generic statement.

UCSC's committee is interested in conducting a new Salary Equity Study this year in conjunction with other campuses if possible. The local committee is working with other Senate committees and campus administration to change the culture of teaching evaluations so that they are used more as informative tools that can be used to improve teaching effectiveness. The local committee's role has focused on recognizing implicit bias in the evaluations. The local committee is thinking about a mentoring program for graduate students that will provide diversity training for the mentors. An online forum has been created to share the committee's research. The committee is working on additional guidance on contributions to diversity statements at point of hire as well as promotion. UCAADE's student member, who is from UC Santa Cruz, mentioned that the campus received a grant for a new website on diversity resources.

UCAADE's student representative sent a link to an article detailing the issues of concern to students this year: <http://dailynexus.com/2017-10-12/ucsa-launches-3-campaigns-for-2017-18->

[school-year/](#). The three campaigns for 2017-18 are UC Sustain Our Students (SOS), reIGNITE and We Are 3D.

3. UCAADE priorities for 2017-18

Chair Golash-Boza described UCAADE's priorities for the year:

1. Salary equity surveys and outcomes. Since UCAADE does not necessarily have the expertise to evaluate the campus surveys, the committee will work with the administration on how to proceed.
2. Contributions to Diversity statements. UCAADE will investigate how the Contributions to Diversity statements are being implemented on campuses, for both promotion and hiring purposes. Contributions to diversity for promotion is now (as of 2015) part of the APM. UCAADE will discuss whether there should be university-wide standards for how the statements are used and evaluated.
3. Faculty Equity Advisors. FEA programs are organized differently on campuses, and a couple of campuses don't have one at all. After reviewing information on the programs, UCAADE will discuss whether and how to make recommendations for FEA programs.
4. UCAADE will work with the AA/EEO/Diversity Administrators group that meets regularly. They are working on all of the above and developing guidelines that UCAADE will be able to review and support. The roster is here:
<http://ucnet.universityofcalifornia.edu/contacts/eo-aa-da-contact-list.html>.

4. President's Postdoctoral Fellowship Program

<http://ppfp.ucop.edu/info/>

PPFP Executive Director Mark Lawson joined the meeting to update the committee on the President's Postdoctoral Fellowship Program. He was asked to talk about potential expansion to professional schools and about the program's funding, but he also provided some general information. 35 new fellows were selected this year, for a total of 75 fellows distributed on all campuses. (See the resources page on the program's website for more information). Last year, 852 applications were received. 18 fellows were hired into faculty positions at UC in 2016-17, and 22 were hired last year. With the increase in the number of hires there is also additional diversity of disciplines from earlier years. Some of those hired are Chancellors' fellows, which is partnered with PPFP.

Since there are so many applicants to the program, and funding is only available for a fraction, UCAADE members wondered whether a list of those not funded (but still vetted) could be made available to faculty or departments who may have other opportunities. Director Lawson said that

the program was re-evaluating how data is kept and how to make it available. At an upcoming meeting, the PFPF Advisory Committee will discuss how to develop a list of candidates that could be used more broadly at UC and with partner programs. Chair Golash-Boza suggested that local diversity committees form a connection to the PFPF program on their campuses to share information. PFPF is interested in expanding the program's reach in any way.

Director Lawson talked about the basics of faculty hiring incentive program (FHIP) funding whether PFPF could be expanded to the professional schools. Before the program can consider expansion to professional schools, the cap on the number of hires needs to be addressed. A cap of twelve hires was put in place during the 2011 budgetary downturn. The President's Initiative has added some funding, but the program now runs a deficit. A formal official request to lift the cap is on its way from the Provost to the President.

Funding for FHIP comes from unrestricted state general funds. Some is "off the top," which is not assessed from campuses. The \$425,000 per hire (over five years) is used in various ways. Some departments offer better start-up packages, support for a partner hire, or other non-traditional incentives. Fellows have been lost to ivy league schools due to UC's inability to act fast or make a better offer. Lawson noted that, despite worries, all hires have kept their positions as departments have acquired a new line or have had retirements.

The PFPF Advisory Committee is starting a strategic review of the program, including an evaluation of its size. The review will look at whether increasing the program would benefit the university. Some issues to consider are whether the "dowry" for the fellows leads them to be less appreciated, and how much UC wants to support postdocs who then get jobs at other institutions. PFPF could provide more documentation on the quality of the scholars.

Director Lawson noted that the [UCAADE guidelines](#) on standardizing the appointment process from last year were helpful.

UCAADE's discussion with Director Lawson broadened into diversity hiring in general. Committee members asked about rewarding units that make diversity hires, or holding departments accountable for not availing themselves of diverse resources. Deans are seen as the primary bottleneck, but it can also occur at higher levels.

5. Consultation with UCOP Office of Academic Personnel and Programs

Susan Carlson, Vice Provost for Academic Personnel and Programs, joined the meeting, along with Deputy Pamela Peterson, and Amy Lee, Diversity, Labor and Employee Relations Director.

- ***Statements on Contributions to Diversity***

Vice Provost Carlson distributed a chart in the meeting showing campus responses to questions about the use of "contributions to diversity" statements in recruitment and in promotions. Half of

the UC campuses require a statement from applicants, two campuses plan to require it, and three (B, LA, & SB).have no immediate plan to implement.

Vice Provost Carlson mentioned an NSF-funded project that is collecting data about hiring in the STEM fields. The “Evaluating Equity in STEM faculty hiring” study is using data from UC Recruit to identify the steps in UC’s hiring process that are most susceptible to bias and the characteristics of the hiring process that amplify or mitigate disparities. The study is also intended to identify the most effective targets for policies designed to promote equity, inclusion, and diversity among faculty.

The study is also looking at situations where statements on contributions to diversity are optional in order to compare results when some applicants submit a statement and some do not. The data show weak evidence that submitting a statement results in the hiring of a candidate who contributes to departmental diversity, but the results differ by discipline. There is a nationwide effort to use these statements and UC’s data is very valuable.

Data shows that requiring statements on contributions to diversity from job applicants does not increase diversity. How schools use them is more important. The committee agreed that having a rubric for evaluation is key, and wondered whether targeted questions for applicants would be useful. UC San Diego representative Rommie Amaro sent the UCSD criteria from 2012-13, which are currently being revised. Evaluators may be unsure of how to weight contributions to diversity versus other qualifications.

UCM encourages faculty search committees to bring up diversity with candidates in the interview process. UCAADE should think about whether the diversity statements mean the same thing at hiring and at promotion.

- *Advancing Faculty Diversity, Years 1 and 2*

The university received \$2 million from state in 2016-17 and 2017-18 for faculty diversity. Through Vice Provost Carlson’s office, the university initiated targeted, single-year efforts at schools that were ready to make improvements. Different interventions were tried at each location. A systemwide working group was convened to help manage the process, including preparations to report back to the state. Two of the efforts in 2016-17 succeeded in hiring more diverse applicants. The third school had its offers turned down. A report on the initiative will be available soon, but some of the key takeaways were:

- Engagement of a campus/department leader really matters.
- Changing evaluative process: Using rubrics; and how a search committee is constituted.
- Accountability.
- Incentives – additional funding helps.

The second round of funding was not anticipated, but when realized in July a call was sent out to campuses. Eight proposals were received and reviewed by faculty and administrators. The four proposals selected were informed two weeks ago and are starting now. An announcement will be made shortly. [Awards to: Berkeley School of Engineering, Santa Barbara Economics department, a UC Irvine stem-based initiative distributed over four schools, and a UCSF biomedical research initiative for faculty across schools.] Some are building on the interventions from last year.

It is not known whether the funding will continue. The California legislature wants to see improvements in UC's faculty diversity, especially as the diversity of the student population increases. Regent John Perez has encouraged UC to present its case and the Regents would support a request for the funds.

Since one of the interventions for faculty hiring included training for search committees in micro-aggressions and other diversity awareness techniques, a question came up about required diversity training for all faculty members. Studies show that required trainings actually backfire. Some types of innovative training – such as interactive theater – works better, but it is extremely resource-intensive. Some campuses use a faculty-led technique, where the training feels more like a seminar or research presentation. UC Davis' "STEAD" training seems effective.

- ***Update on Exit and Retention survey***

UC partnered with Harvard's COACHE (Collaborative on Academic Careers in Higher Education) on an exit survey that yielded useful information about why faculty leave the university and why they stay. Seven campuses - Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, and Santa Barbara – will continue the exit survey this year, with added funds from UCOP. More years of data are needed to have useful results. Anonymity can be an issue when slicing the data too finely as the sample size is small. Campuses can still do their own surveys or outreach not associated with the systemwide survey. Proximity to family was the highest ranked reason for leaving.

- ***Negotiated Salary Trial Program***

The Negotiated Salary Trial Program began four years ago at Irvine, LA and San Diego, and was controversial when it was established. In its third year, a task force was formed to look at the first three years of the program and recommend whether it should continue as trial program, terminate, or be established as a documented program in the APM. The task force recommended the program be continued as trial and extended to more campuses.

One of the initial concerns about the program was that it was not equitable because it would only be available to certain disciplines, but it turns out that some humanities and professional school professors have utilized it. However, the majority of those in the program are from disciplines that have fewer women and underrepresented minorities. Another worry was that individual

faculty would get “greedy” and stop supporting students and labs. The program generally applies to faculty who get a lot of external funding, so the additional salary ends up as a small percentage of what they would usually bring in.

UC Merced’s Committee on Faculty Welfare has a draft statement on the program that was shared with committee members.

VP Carlson passed around the agenda for an “Early Career Faculty in Science” retreat and gave a brief update on collaborations through NSF funding and the APLU INCLUDES grant that seeks to build the STEM pipeline. Both are in the works.

6. Travel update

The Academic Senate’s Executive Assistant, Mona Hsieh, provided information about travel regulations and how to get reimbursed for travel to Oakland. Academic Senate Travel information can be found on the Academic Senate website:

<http://senate.universityofcalifornia.edu/resources>

7. Faculty Equity Advisor Program

Should UCAADE recommend that Faculty Equity Advisor programs be implemented and funded on every campus?

Chair Golash-Boza told the committee that Faculty Equity Advisors are implemented differently on the campuses that have them. Berkeley, Irvine, and San Diego have the most well-developed programs. Davis, UCLA, Merced, San Francisco, and Santa Barbara also have programs.

At UC Merced, advisors are faculty members who receive \$5,000 per year in addition to their salaries. They assist with recruitment processes at each stage, from writing the job ad to hiring a candidate. The advisor uses information from UC Recruit about the availability pool and asks the search committee to create benchmarks. The advisor meets with search committees to talk about different ways to have a diverse applicant pool. The advisors are chosen by the Diversity & Equity committee the program is completely reliant on faculty – there is no administrative support.

At Berkeley, every department has an advisor and there is no additional compensation. At UCLA, each division had an advisor. At UCSD, the advisors are associate deans who are also involved with creating programs and other related work. Irvine’s program is similar to Merced, with an advisor in each school who receives an additional \$15,000 per year. Irvine’s advisors also have an expanded role in decisions involving salary equity.

Committee discussion included how campuses could develop better, more consistent programs. Committee members thought it would be useful to know about each campus’ program, and what elements do and do not work. Two members volunteered to talk offline about determining what would be useful to UCAADE.

Action: Catia Sternini (UCLA) and Suveen Mathaudhu (Riverside) will discuss what the committee needs to know and will report back at the next meeting.

8. APM 210-1-d and Statements on Contributions to Diversity

- Should UCAADE recommend that Contribution to Diversity statements be used in hiring?
- Should UCAADE recommend that there be clear criteria for assessing contribution to diversity statements in hiring and merit review?

Committee members felt that many faculty don't know that "contributions to diversity" had been added to the APM. Informing the broader community – beyond CAPs – of the fact that it is documented in the academic planning manual would be useful.

A few campuses have explored and discussed the contributions to diversity, including UCSD and UCSF. UCSC is working on guidelines and trying to find examples and quantitative measures.

Committee members discussed whether to gather more information or work on guidelines as a committee. A smaller group of committee members will gather information and report back. It's possible that the AA/EEO/Diversity Administrators group or campus academic personnel offices can produce information that UCAADE could then work on.

Action: Miriam Greenberg (UCSC), Rommie Amaro (UCSD), Mona Lynch (UCI), and Kathy Julian (UCSF alternate) will work over email on an outline along the lines of getting answers to the questions posed above to help determine what UCAADE wants. Chair Golash-Boza will reach out to UCAP and diversity officers.

9. Consultation with Academic Senate Leadership

Academic Council Chair Shane White and Vice Chair Robert May provided information about items of interest to the Academic Senate.

UCOP audit: UCOP administrators are working on responding to the changes requested in the State's audit of the Office of the President in April, 2017. Some of the auditor's criticisms of the university showed lack of understanding about how the university functions as a system. UCOP has set up a website to document its implementation of the of the auditor's recommendations. The President will provide an official response to the auditor's office in April.

The Academic Council sent President Napolitano suggestions for prioritization principles for the audit responses. Anything that contributes to the teaching, research and public service missions of the university should have the highest priority. Anything academic-related should have academic review.

AB97: Assembly Bill 97, the Budget Act of 2017, was signed by the Governor as part of the 2017-18 State Budget. The bill included a clause that withholds \$50 million from the university until certain criteria are met.

Retiree health: The Academic Council is working with the administration to maintain UC retiree health benefits. After a decrease in UC contributions to retiree health a few years ago, there is now a fear that UC will not be able to maintain its current level of support. Health care in retirement is not a guaranteed benefit. The President has agreed to form a Task Force to look at long-term strategy (see [UCnet article](#)). There will be no rollback or diminishment of retiree health benefits for 2017-18. An information item will go to the Regents in November. The Academic Senate's [Reports & Recommendations](#) website includes the Letters on Retiree Health memo (October 5, 2017) from Senate Chair White to President Napolitano.

Transfer ratios: The state has mandated that the university enroll one additional transfer student for every two freshman students on every campus (except UCSF). Some campuses that have enrolled additional thousands of freshman in the past couple of years are not able to comply. Meanwhile, the community colleges and UC are working together on transfer degrees that are specific to the transfer pathways set up last year to make transferring easier.

LSOE: The Academic Council is working recommendations to respond to a request for comment on changes to the APM series on Lecturers with Security of Employment (LSOE). The UCOP administration proposed changing the title of the series and adding promotion criteria that would bring the series more in line with the professorial series. Last year's Academic Council members were deadlocked on the name change and disagreed about amending the requirements. Some faculty are not aware of the difference between Unit 18 lecturers and LSOEs, who are members of the Academic Senate with full privileges. There are differences in the way the series is used on each campus and within schools. UCAADE's main concerns with the LSOE series are with equity issues, and whether the series negatively impacts women or underrepresented minorities.

Free speech/hate speech concerns: There is worry about UC being targeted by provocateurs. Faculty are feeling threatened.

Funding model: Chair White would like to find a funding model that works across the board for all campuses. Right now, some campuses spend more per student than others. The "re-benching" process from a few years ago changed the distribution of funding to each campus and was supposed to equalize the resources, but during the recession of the past few years all campuses made efforts to add revenue, which again benefitted the larger campuses, especially those who could increase non-resident students.

Faculty salary gap: The Academic Senate leadership is concerned with the salary gap between UC and its peers (the "comp 8"), which are estimated at around 10%. In the past, UC's benefits made up for some of the gap, but as salary disparities have increased that is no longer the case. The Chair and Vice Chair are asking UCFW, UCAP, UCPB and UCAADE to address this issue.

A few years ago, a joint effort by faculty and the administration began implementation of a four-year plan, but it was then hijacked by the recession. Arguments about the higher cost of living in California versus the locations of some peer institutions have not gained traction in the past, but such a convincing argument on that point might work now. Committee members noted that UCAADE's focus should be on the diversity implications of the salary gap.

10. Systemwide Review Items

[Report on the Negotiated Salary Trial Program](#) - Comments due **November 22, 2017**

UCAADE discussed whether to respond to the report, to bring to the task force's attention that the program is mainly helping people in fields where there is significant grant support. Issues that might be included in a response included:

- Potential tensions from one campus to another due to poaching of faculty.
- The program may enhance inequities.
- Humanities may be at a disadvantage.
- The program is asking faculty to self-fund their positions and find money for raises.

Action: Chair Tanya Golash-Boza will draft memo and circulate to committee members for review.

11. Meeting wrap-up & next steps

- UC Irvine member Mona Lynch volunteered to serve on a UCFW ad hoc task force to review and recommend changes to UC's "Gold Book" (the police procedures manual).

Meeting minutes prepared by: Joanne Miller, Committee Analyst

Attest: Tanya Golash-Boza, UCAADE Chair

Meeting Participants:

Tanya Golash-Boza (Chair, UCM) Lok Siu (Vice Chair, UCB), Javier Arsuaga (UCD Alternate), Mona Lynch (UCI) Catia Sternini (UCLA), Clarissa Nobile (UCM via phone), Suveen Mathaudau (UCR) Rommie Amaro (UCSD), Kathy Julian (UCSF alternate), Vickie Scott (UCSB via phone), Miriam Greenberg (UCSC) Shane N. White (Academic Council Chair), Robert May (Academic Council Vice Chair), Davon Thomas (Undergraduate Student, UCSC), Joanne Miller (Committee Analyst), Susan Carlson (Vice Provost for Academic Personnel and Programs, UCOP) Amy K. Lee (Diversity, Labor and Employee Relations Director, UCOP), Pamela Peterson (Executive Director and Deputy to the Vice Provost, UCOP), Mark Lawson (PPFP Executive Director)