

UNIVERSITY COMMITTEE ON AFFIRMATIVE ACTION, DIVERSITY, AND EQUITY

Thursday, May 11, 2017

Meeting Minutes

**1. Preparation for President Napolitano Conversation**

In preparation for UC President Janet Napolitano’s arrival, UCAADE Chair Amani Nuru-Jeter lead a brief review of a Google document that was prepared for the meeting that summarized recent past conversations of the committee. Four basic principles that seemed to emerge from past discussions were: 1) Although there have been initiatives by UCOP and individual campuses to increase faculty diversity, there has been little growth in faculty diversity; 2) Critical mass of diverse faculty is vital to fostering inclusive and equitable environment; 3) Issues of inclusion, equity, diversity must transcend the systemwide level and trickle down to each campus, not just resources but the setting of a culture of incentives and priorities for diversity on each campus to develop intrinsic motivation; 4) The commitment to diversity must come from senior leadership at each campus, and this must include an ongoing financial commitment. The committee recommended using a longer timeframe than 10-20 years to analyze UC faculty diversity over time. While the number of women hired at UC has increased over the years, the number and percentage of faculty from some racial minorities and historically underrepresented groups has not increased. Some committee members noted UC’s recent focus on sexual discrimination and the development of institutional policies on sexual harassment and sexual violence, which have not been met with the equivalent attention to racial discrimination.

**2. Conversation with UC President Janet Napolitano**

President Janet Napolitano joined the UCAADE meeting to discuss potential strategies for diversifying the faculty.

After introductions, Chair Amani Nuru-Jeter went through the background document that had been sent to the President and committee members in preparation for the discussion. UCAADE understands that many conversations are occurring around the university (and the nation) on this topic, and committee members want to be sure that there is cooperation and communication among groups. Committee members expressed disappointment in the failure to significantly increase the numbers of historically underrepresented groups in ladder rank positions since the 1990s.

UCAADE is interested in finding ways for “vertical and horizontal” improvements in diversity, which entails increasing the diversity of the university at all levels. The Faculty Equity Advisor (FEA) programs, although they are implemented differently at each campus, have been shown to be successful. Initiatives now underway are helping to divine practices that should be further employed by UC.

In addition to the local initiatives, leadership at the highest levels is critically important, especially for campus climate. Ongoing resources have to be committed, not just one-time funds. During a visit to the Academic Council in March, Regent John A. Pérez noted his willingness to share a budget request for increasing diversity.

President Napolitano said that she believes very strongly in the value of a diverse university community and is committed to strengthening diversity within UC. She noted that every university in the country is struggling with how to increase the diversity of its faculty – particularly in disciplines that do not traditionally attract scholars from underrepresented groups.

Every spring the President meets with each campus administration to go over the budget. The campuses report on faculty hiring, including diversity numbers and whether they are closing the gap.

The President mentioned that hiring comes from within the ranks of UC's graduates and post-doctoral scholars as well as from outside UC. She noted that over half of the President's Postdoctoral Fellows are hired into ladder-rank positions. Search committees are key. Search committee members should be trained on implicit bias; chairs and deans should be clear on expectations for a diverse candidate pool, and searches should be halted if they are not demonstrating efforts in support of diversity. Strategies for retention are being evaluated, and the results will inform actions that the university can take to help retain its faculty. Some campuses have made progress on improving diversity, and the President suggested that the commitment of the chancellors was a large factor.

UCAADE Chair Amani Nuru-Jeter mentioned that the committee has plans to be more involved with the Chief Diversity Officers and their work, and the committee hopes that the CDOs continue to have central positions in the campus administrations.

Academic Chair Jim Chalfant requested that there be more transparency about faculty searches, and that reports and data on faculty searches be shared with the divisional Academic Senates.

UCAADE members agreed that an increase in resources and sustained commitment from all levels of the administration (and faculty) would help with hiring and retaining a diverse faculty. Some members highlighted the importance of deans in the search process and candidate selection. Not all faculty are informed about the importance of diversity to the university community. All departments need to be held accountable.

Some members noted that the promotion and tenure process relates closely to faculty retention. Work done in mentoring and public service, where women and underrepresented minorities are more frequently called upon to contribute, is not necessarily weighted as heavily as academic achievement. Additional mentoring and support would help. Housing and time were two other factors mentioned.

Some key takeaways from discussion with the President were:

- UC needs to devote ongoing resources to improving diversity or there will be little change.
- The importance of a diverse faculty needs to be a clear and consistent message from all levels of administration.
- UC should pay attention to the work currently being done on best practices for increasing faculty diversity and adopt or expand those practices that are shown to be successful.
- UCAADE will continue to work towards increased communication and collaboration with all entities at UC that are involved in faculty diversity issues, including the campus Chief Diversity Officers, the UCOP Office of Diversity and Engagement, and the EEO/AA/Diversity Administrators systemwide group.

### **3. Topics of joint interest with Committee on Faculty Welfare (UCFW)**

*Guests:*

*Lori Lubin, UCFW Chair*

*Karie Frasch, Director, Faculty Equity and Welfare, UCB*

*Brandie Kirkpatrick, Co-chair, Equal Employment Opportunity/Affirmative Action/Diversity Administrators Group*

#### **a. EEO/AA/Diversity Administrators update**

Karie Frasch, the EEO/AA/Diversity Administrators group co-chair from last year joined the meeting in person, while Brandie Kirkpatrick, the current co-chair, joined by phone. The systemwide group is made up of staff at all UC locations who work on issues around diversity and labor relations. Some work solely with staff, some with faculty, and some with both (depending on the location). Much of their work focuses on compliance with federal regulations. The group also includes representation from the Office of General Counsel, Title IX offices, and academic personnel. Overlapping interests with UCAADE include Faculty Equity Advisors, salary equity, PFPF, APM 210-1-d, and non-discrimination policies and procedures.

#### **b. UC's Antidiscrimination Policies**

UCAADE started looking at UC's revised Faculty Code of Conduct and other policies last year and found that sexual misconduct receives much more attention than racial or ethnic discriminatory behavior. This is in part due to changes that were made to UC policy to respond to the federal requirements of the 2013 Violence Against Women Act (VAWA) and the recommendations of the President's Task Force on Preventing and Responding to Sexual Violence and Sexual Assault (2015).

UCAADE will continue to work on suggested revisions to APM 015 and Senate Bylaws 335 and 336.

#### **c. Salary Equity Surveys**

UCAADE asked campuses for feedback on the salary equity surveys that were conducted in the past few years. The most consistent advice from all respondents was a suggestion to invest in a systemwide consultant who would help campuses develop plans. Ideally, campus reports would be standardized so they could be compared, but campuses have autonomy and often focus they work where they have the most expertise.

#### **d. UCFW Update and Policing Issues**

Davis professor Lori Lubin, who chairs the UC Faculty Welfare committee, reported that UCFW has been discussing a faculty "bill of rights" to address harassment by outsiders or by students in class. Recently UCFW has focused on policing issues, prompted by complaints from Irvine that police were targeting minority students. Police force oversight differs from campus to campus, and some people think there should be a systemwide advisory board based at OP that would propose systemwide standards.

UCSA President Ralph Washington, Jr., chairs the UC Davis police accountability board and will be in touch with members of UCFW who would like to know more.

e. **APM 210-1-d follow-up – Contributions to Diversity Statements**

Campuses are still working out how statements on contributions to diversity factor into in merit and promotion decisions. The EEO/AA group is focusing on how diversity statements are used in hiring. Some campuses are developing rubrics for how to evaluate the statements, but all campuses might benefit from central guidance on how to evaluate and give proper credit to the statement. Some campuses that require statements are providing examples of what to write and guidelines for how to think about it in terms of teaching, research, and service. Although some campuses are still struggling with how to make faculty more aware of the changes to the APM, progress has been made.

**Action:** UCAADE members agreed to gather information for next year on how each campus is implementing contributions to diversity statements. The EEO/AA officers group is also interested and has agreed to help.

f. **Faculty equity advisors**

Not all campuses have faculty equity advisor programs, and those that have them use different practices. Berkeley, Davis, Irvine, UCLA, and San Diego have programs, while UCSF and Merced are starting up. Riverside and Santa Cruz do not have programs. At Berkeley, there is a large network of FEAs that are involved with search committees throughout the hiring process. At other campuses, there are only a few people in the role, and they are primarily responsible for providing training and support to search committees.

To facilitate communication, it was suggested that campuses with faculty equity advisors include them as ex officio members of the CAAD (or campus equivalent). Campuses that report successful communication between faculty and administration make it a common practice to invite administrators to faculty committee meetings.

The Systemwide Advisory Committee on the Status of Women (SACSW) is also interested in the Faculty Equity Advisor program, and it was proposed that a joint statement in support of the program would be powerful.

**Action:** UCAADE will work with the EEO/AA group to discuss possibilities for information sharing and potential for standardizing FEA program practices.

**4. Consultation with UCOP - Academic Personnel and Programs**

*Susan Carlson, Vice Provost*

The Salary Equity Studies are scheduled for review in 2018. UCAADE is interested in continuing evaluation of salary equity implementations and outcomes on the campuses and agreed to work with the UCOP Office of Academic Personnel to organize a one-day seminar with faculty, administrators, and survey experts to evaluate the past studies and plan for the future.

As discussed at the April meeting, the Advancing Faculty Diversity Initiative supported by \$2 million from the state legislature is well underway at three schools. There will be a report in the fall that will show the hiring pools, candidates, and results. Offers that were not accepted are not a part of the study. VP Carlson acknowledges that single hires on a school-by-school basis is not going to make a huge

impact on diversity numbers systemwide, and that it will take all of the various programs, including PFPF, to see results.

VP Carlson also reported that:

- Seven campuses have committed to continuing their participation in the Exit Data Surveys run by Harvard's COACHE program.
- NSF researchers are measuring equity in recruitment and will report their initial findings in the fall. The project's advisory board has Academic Senate representation from campuses.
- Starting in the fall, UC will have a systemwide survey for search committee chairs to fill out when their searches are done. It is based on what UC Berkeley has been doing for the past few years.
- UC is a partner in an ambitious NSF project ("NSF INCLUDES") with the APLU (Association of Public and Land-Grant Universities) to increase diversity in the STEM faculty pipeline.

## **5. Update on President's Postdoctoral Fellow Program**

*Mark Lawson, PFPF Director*

Prof. Mark Lawson, the Director of the President's Postdoctoral Program, began his relationship with PFPF as a postdoctoral fellow. He provided an updated the committee on how the fellows review process works, program funding, and program evaluation.

Campuses convene their own panels via offices of Academic Personnel or Equity and Diversity to select the fellows. UC Santa Barbara is not yet participating, and UC Santa Cruz just started. UCSF does not participate in the PFPF. The administrative home of the program is at UC Berkeley.

UCAADE members appreciated the presentation and information provided in Director Lawson's slides. They suggested that the distribution matrix include the number of applicants as well as those selected. It would also be interesting to see where fellow go when not hired by UC.

Discussion included the benefit of hiring PFPFs, and interest in spreading the word about them. A President's initiative is providing start-up funding, which can have an impact in the STEM fields. Director Lawson was questioned about budget and program oversight. There is interest in having Academic Senate representation on the PFPF advisory board. Director Lawson will follow up with Academic Council leadership about increasing Senate involvement in the program.

## **6. Letters of Recommendation Follow-up**

*Guest: Professor Jesse Rothstein (UC Berkeley) via videoconference*

UC Berkeley professor Jesse Rothstein was asked by Berkeley to evaluate data on the pilot admissions program to request letters of recommendation from freshman applicants. Professor Rothstein was not involved in the decision to conduct the pilot, but was asked to help assess the changes after the fact.

In the pilot application process, applications were divided into yes, no, and possible admits. Those applicants in the "possible" category were given the opportunity to submit letters. These applications were then read a second time, with and without letters. These were also scored yes, no, and possible.

Rothstein’s initial analysis of those who were asked for letters compared to those who were not showed no impact on the number of students from underrepresented backgrounds who were subsequently admitted.

Discussion included the perceived benefits of holistic and augmented review, the extent of new information that can be learned from letters of recommendation, questions around asking applicants from under-resourced schools for an additional input for their application, and whether the data analysis addresses faculty concerns about the pilot. Professor Rothstein was interested in knowing whether readers are able to glean any information from the letters that was not available from the other parts of the application. The premise of augmented review is that more information is better, and letters are consistent with that logic. However, as discussed during the UCAADE meeting and in other Academic Senate conversations on the topic, other factors need to be taken into account, such as the varying ability of high school seniors to request a letter and to obtain one of high caliber.

Although there are many reasons why requesting letters of recommendation may disadvantage applicants from under-resourced schools – which are more likely to be serving students from under-represented groups – Professor Rothstein said that the disadvantage would be expected to show up in the data. Preliminary data analysis results have not shown a statistical disadvantage. Rothstein said that in his report he will be clear about what the data can and cannot answer.

**7. APM Proposed Revisions**

- [Proposed Revisions to APM Sections on “Lecturer with Security of Employment” \(LSOE\) Series](#)  
(Comments due June 21, 2017)

Questions about the changes to the former “LSOE” series focused on the evaluation of scholarship when the job is mostly teaching. There are similar issues around criteria for the clinical series titles. Other concerns included the creation of a two-tier system and the practicality of this apparent shift in emphasis from the LSOE series.

Chair Nuru-Jeter will draft a response letter to circulate to the committee for comment.

**8. Meeting wrap-up & next steps**

Meeting minutes from April 13, 2017 were approved.

-----

*Meeting adjourned: 4:10pm*

*Meeting minutes drafted by: Joanne Miller, Committee Analyst*

*Attest: Amani Nuru-Jeter, UCAADE Chair*