

COMMITTEE ON CAREER ADVISING

Annual Report 2022-23

To: Academic Senate, Santa Cruz Division

INTRODUCTION

The Committee on Career Advising (CCA) met every other week throughout the academic year to conduct business regarding their charge to develop, implement, and evaluate mentoring activities that enhance the likelihood of faculty promotion and retention. The committee consisted of four members. Unfortunately, CCA did not have a member from the Social Science division this year, but despite this CCA had a productive year. A brief overview of the committee's notable work in 2022-23 is provided below, followed by suggestions for the new committee.

I. New Faculty Welcome Day

Herbie Lee, Vice Provost for Academic Affairs (VPAA) and CCA Chair Steven Ritz hosted the New Faculty Welcome Day (NFWD) on Friday, September 16, 2022 at the University of California, Santa Cruz Arboretum, Horticulture II.

Agenda items for the event included: Land Acknowledgement, Welcome and Introductions from VPAA Lee, CCA Chair Ritz, and Lori Kletzer, Campus Provost and Executive Vice Chancellor (CP/EVC); Introduction to the University; Santa Cruz Faculty Association (SCFA) - Executive Board Members; Welcome by Chancellor; Faculty Equity Advocates; Introduction to ISSS/Global Education; Getting Started with Your Research Roundtables (one for each Division in parallel). Optional: Happy Hour Reception co-hosted by the Office of the CP/EVC. The NFWD was very well attended and the informal feedback received from the attendees was very positive. The event included an Arboretum Tour.

The New Faculty Welcome Day event was preceded by the Teaching Academy workshop sponsored by the Teaching and Learning Center (TLC), formerly Center for Innovation in Teaching and Learning (CITL) in which new faculty spend two days being introduced to the instructional landscape at UC Santa Cruz. Topics include research- and evidence-based approaches to:

- Equity-minded teaching practices
- Active learning strategies for lectures and seminars
- Assignment and assessment design
- Supporting student academic integrity
- Teaching with technology for in-person and online courses
- Working with TAs and other members of the teaching team
- Mentoring graduate students
- Resources for supporting students facing academic and personal challenges

II. Faculty Mentorship Program

CCA oversees the Faculty Mentorship Program (FMP), in which new faculty are matched with volunteer faculty mentors. CCA reached out to potential mentors in June of 2022 to confirm

interest in participating and gather information about mentors that was shared with prospective mentees. CCA found this more effective than soliciting mentors in early fall. CCA gathered information on mentor research and teaching interests, self-identified mentorship strengths, campus service experience, and participation in networking groups. Mentees were invited to submit up to three mentor choices, and CCA used them to facilitate the matching process. Most mentees who filled out the form were matched with one of their top two choices. CCA continued the practice, initiated two years ago, of not assigning a mentor to new faculty who did not express interest in participating in the FMP. Also, mentor/mentee assignments were sent to mentors and mentees before they were finalized to allow the mentors to weigh in on decisions. New mentees were matched with a mentor outside their home department, but within their division or, if outside their division, with closely related research interests and work, based on mentee preference. CCA informally reached out to some mentors letting them know if mentees were looking for a certain kind of mentorship (e.g., Diversity, Equity, and Inclusion related issues in addition to general career & campus advice), and strongly suggested making this a part of the official process for next year. During the matching process and throughout the year, CCA received increasing requests for mentors with a specific experience or background, which proved challenging to accommodate. Additionally, mentees that requested a mentor after fall quarter were left with fewer mentor options. In fall 2022, UCSC had 38 incoming faculty, 25 of which elected to be matched with a mentor. Thirteen did not reply to the FMP call but several attended FMP workshops and socials regardless. CCA matched eight returning mentees with a new mentor in 2023. In total, the 2022-23 program had 172 FMP pairs (new and returning).

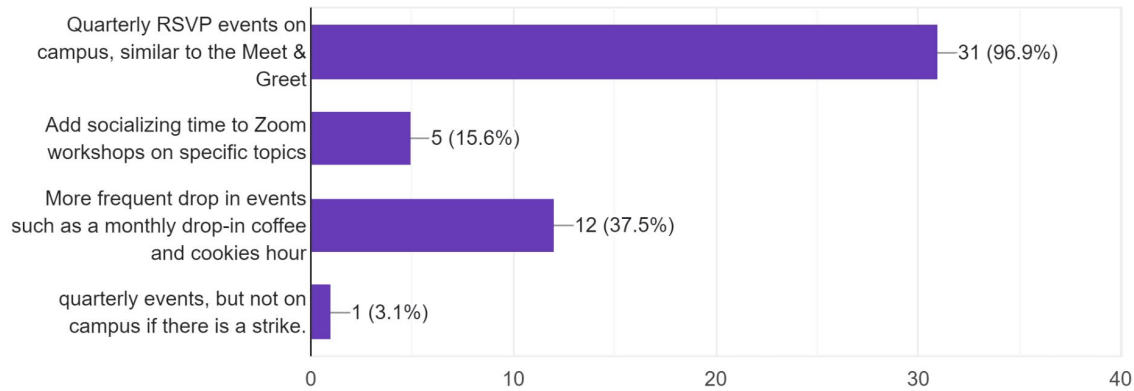
CCA communicated with mentors and mentees at least once each quarter offering support. In the fall CCA contacted mentors and mentees about their initial meeting. The committee endeavored to make the relationship and expectations clear for both parties. Mentors and mentees were encouraged to meet once per quarter to discuss research, teaching, and service. CCA also recommended FMP matches attend one FMP social or workshop together.

On November 2, 2022, CCA held an in-person Meet & Greet at the University Center Rotunda and Levin Lanai. The event was attended by new faculty, experienced mentors, and all members of CCA. The event was primarily social with a brief welcome from the CCA Chair. Appetizers and beverages were provided. CCA encouraged participants to attend even if their mentor/mentee could not. This allowed new faculty to engage with other mentors and other new faculty members. Some newly matched mentors that could not attend reached out to the CCA Analyst to in advance, most had alternative plans to meet their mentee in person. CCA received feedback that in future, the meet & greet might best be held in the morning or early afternoon to better accommodate faculty with small children. CCA Chair responded that this will be considered in planning future events and CCA will consider offering socials at various times. Approximately 25 people attended the event, including CCA members.

In late fall CCA members surveyed FMP participants regarding social event preferences in order to determine the preferred event type and time. 32 responded with strong preference for quarterly RSVP events on campus similar to the Meet & Greet. The most requested time was 4 -6 pm. See below for results.

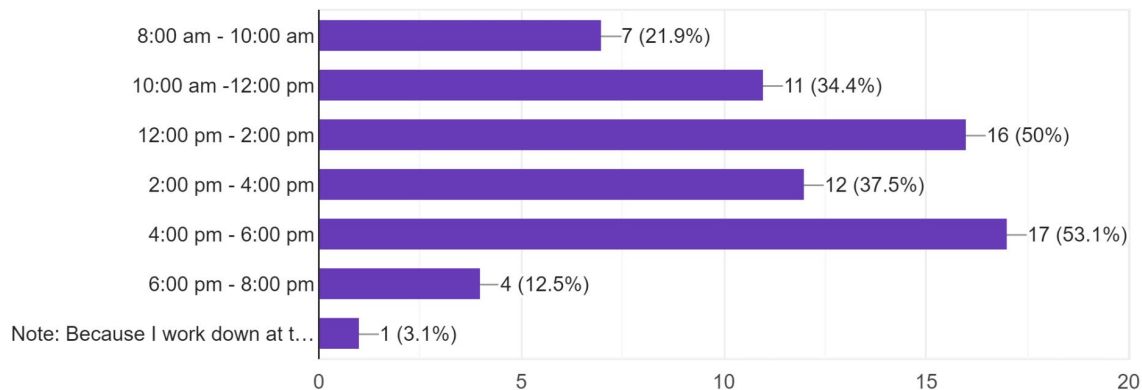
Select which event type you prefer

32 responses



Time Preference

32 responses



In the winter quarter, CCA provided [topics](https://senate.ucsc.edu/committees/cca-committee-on-career-advising/faculty-mentorship-program/potential-discussion-topics.html)¹ for FMP participants to discuss along with [Faculty Career Resources](https://senate.ucsc.edu/committees/cca-committee-on-career-advising/faculty-career-resources/index.html)² which also provides important information for new faculty.

In the spring, CCA communication focused on upcoming events for mentees and mentors. CCA sent a brief survey to mentees inquiring about their experience with the program this year. Mentees identified interacting one-on-one with the mentor, socializing with other new hires, and a person outside their department to get a broader perspective were listed as valuable aspects of the FMP. Some mentees stated that they had been unable to meet with their mentor or unable to attend the social events due to scheduling. CCA recommends a well-designed experience survey be considered by next year’s committee for winter 2024 with this feedback in mind.

¹<https://senate.ucsc.edu/committees/cca-committee-on-career-advising/faculty-mentorship-program/potential-discussion-topics.html>

²<https://senate.ucsc.edu/committees/cca-committee-on-career-advising/faculty-career-resources/index.html>

III. Social Events

FMP Winter Social

In winter quarter, on Wednesday, March 1, 2023 from 12:00 - 1:30 pm CCA and the Library co-hosted an in-person winter social held at the Science and Engineering Library (see Section VII, below). This event included information about research support, author services, teaching support, course material support for faculty, and a Digital Scholarship Innovation Studio (DSI) open house. CCA provided a light lunch. There was significant time for FMP participants to socialize and connect successfully. Approximately 20 FMP members attended as well as library staff, new faculty not in FMP, FMP supporters such as VPAA Lee. CCA recommends this become an annual event. Some future iteration of this event with the Library staff would be helpful. CCA recommends the presentations to the full group be shorter, allowing for more Q&A time on specific topics in smaller groups.

Spring Teaching Professor Social

CCA and the Library Co-hosted the Teaching Professors Social/Breakfast held Wednesday, May 3, 2023 from 10:40 am - 12:10 pm at McHenry Library's Digital Commons Lab. Though participation was limited with seven out of 35 invitees attending, CCA recommend that similarly targeted events continue. This social included a presentation on available resources for digital pedagogical work, including the Digital Fellows Program, class support for digital projects, year-long programming, and resources available for checkout. CCA hopes this social will serve as an opportunity for Teaching Professors to make connections across and within divisions. A follow-up survey indicated strong interest in library resources, continued future Teaching Professor socials, and a call for a discussion regarding Teaching Professor research expectations. Overall, the Teaching Professors Social was a successful event as participants were highly engaged. A light breakfast was served. As above, some iteration of this event with the Library staff would be beneficial.

Spring FMP Social

Wednesday, May 31, 2023 CCA held the FMP Spring Social at the Cowell Provost House from 4:00 - 6:00 PM. Light refreshments were provided and CCA advised that those with childcare obligations at that time were welcome to have their children attend with them. Attendance was positive with approximately 15 mentees, 9 mentors, one new faculty member not in the FMP and most CCA members.

IV. Quarterly Workshops

In order to accommodate presenters CCA hosted two workshops in winter and one workshop in spring quarter. The committee recommends returning to one workshop per quarter in future. CCA co-hosted the *Research Workshop* with the Office of Research Tuesday, January 17th, 2023. The purpose of the event was to invite new faculty and their CCA Faculty Mentor Program (FMP) mentors to learn more about research development at UC Santa Cruz. Presenters from the Office of Research included: John B. MacMillan, Interim Vice Chancellor for Research; Heather Bell, Director Research Development; Laverne Estanol, Director of Research Compliance Administration; Lisa Coscarelli, Director of Research Integrity and Export Control; and Deirdre Beach, Director, Sponsored Projects.

Topics covered included: grant submission processes, new research development support, SEED funding initiatives, tools for finding grant opportunities, cross-disciplinary research, timelines and tools for submitting and managing funding requests, and information about grant management. The workshop was intended to be driven by participant needs, and, to facilitate this, CCA shared a google form survey for submitting questions in advance. This was particularly successful as it allowed presenters to shape their presentations and engage prior to the event. CCA also invited a Faculty Panel to discuss their divisional research experience. The panel consisted of Professor Greg O'Malley from the History Department, representing the Humanities and Professor Christina Ravelo from Ocean Sciences Department, representing Physical and Biological Sciences (PBCSci). CCA appreciates their participation. Also present for the Q&A were divisional research support staff: Art – Holly E. Unruh, Executive Director, Arts Research Institute; Karen Ruhleder, Research Development Specialist for Baskin Engineering; and Irena Polic, Research Development Director for Humanities. Their inclusion was greatly appreciated. Slides and a recording of the workshop were posted for those unable to attend to view asynchronously. Questions from attendees included: What kind of administrative resources exist for submitting large program grants, such as an NIH P01? This was addressed in the workshop.

Debriefing after the event, CCA members suggested that the first speaker from the Office of Research provide a greater overview or orientation of the research landscape, explaining grant types and processes more generally. This then could set the scene for the following speakers who could then speak to the details of those specific grant types and processes.

CCA partnered with the Associate Vice Provost for Teaching and Learning (AVPTL) Jody Greene, acting in their capacity as Special Advisor to the Provost for Educational Equity and Academic Success to host a *Path to Tenure Workshop* on Tuesday, March 7th from 12:00 - 1:30pm. After a brief introduction and welcome, AVPTL Jody Greene gave an overview of the tenure process and who reviews personnel files. CCA noted this presentation is rich in up-to-date information that is highly valuable and in future additional time should be allotted for this segment of the workshop. Stefano Profumo, chair of the Committee on Academic Personnel (CAP), explained the process used by CAP, and provided recommendations on effectively presenting research and service work in personal statements. Senior Analyst Ibukun Bloom briefly introduced the role of the Academic Personnel Office (APO) in the tenure review process. Faculty panelists from Humanities, PBCSci, and Arts discussed their experience with the tenure process and gave advice. The panelists who graciously volunteered their time were: Ingrid Parker, Professor, Ecology & Evolutionary Biology; Bryan Donaldson, Associate Professor, French Applied Linguistics, Chair of Languages and Applied Linguistics; and Patty Gallagher, Performance, Play and Design. Questions from attendees included:

- *I am an assistant professor in education working on a first book manuscript with journal articles in tow. I'm wondering how book publications work towards tenure. If a book is published before tenure, should the faculty member have a second book proposal in the works? I'm wondering how much weight a book holds (I'm an anthropologist of education) I'm the tenure process and how many journal articles are expected to be published alongside the book?*
- *Teaching across curriculum - upper lower and grad course - this was new to some members*
- *Looking at campus goals and tying them into narrative? Explicit connection*

Academic Senate Chair (ASC) Gallagher challenged attendees to make connections during these workshops and meetings to help generate connections across campus and to find possible writing partners.

CCA and Jody Green, Special Advisor to the Provost for Educational Equity and Academic Success co-hosted the *Preparing for your first personnel review Workshop* Tuesday May 23rd 9:50 AM - 11:20 AM. As with all workshops this year, it was conducted virtually via Zoom. Moderator CCA Member Owen Arden provided a brief introduction & welcome. Jody also introduced the stages of the personnel process, how to use the personal statement to represent relevant activities, and strategies for documenting teaching. Incoming CAP Co-Chairs Maureen Callanan and Susan Gillman weighed in on what is expected in the first review in multiple disciplines. There was an extensive Q&A. Senior Analyst Academic Personnel Office Ibukun Bloom was also available to answer questions. The discussion was interactive and there were many questions. CCA received one question in advance of the event: How do we handle something like a leave because of health issues to contextualize our productivity but also not sound like we're "making excuses." This was addressed during the workshop.

V. CCA outreach to department chairs and managers

CCA reached out to department chairs and managers to advise them that CCA had released a call for mentors for the 2022-23 academic year in Spring. CCA is hopeful that department chairs and managers will encourage tenured faculty and lecturers with security of employment to participate and to share the Faculty Career Resources page, which provides additional support related to various areas of faculty career development and advancement.

VI. FMP Mentorship Documentation

Following last year's update to documentation practices established in consultation with CAP, CCA advised mentors to document mentorship for their personnel files. In previous practice mentors were to request a formal letter from CCA which required input from mentees. Letters were infrequently requested, and CCA members were concerned that this important service work was not sufficiently acknowledged. CCA now recommends that mentors include information about FMP service in two places in merit review materials: in the biobibliography and in the personal statement.

Additionally, although many senior faculty may not need them, service letters can be solicited for personnel files. If mentors would like CCA to provide a formal service letter, they are welcome to contact the CCA analyst.

At the end of fall quarter, CCA members may wish to contact mentors in their division to confirm they have reached out to their mentees. A similar outreach to mentors could be made in winter quarter.

VII. COLASC Library Orientation Request

CCA received correspondence from the Committee on Library and Scholarly Communications (COLASC) regarding Library Inclusion in the New Faculty Orientation/Welcome Day. CCA

replied that there were two related issues to address: (1) how to share the information this year and (2) what to do next year. For (1), CCA proposed holding one of our FMP social events at a library, including at that time a brief summary of Library resources and opportunities for faculty, followed by informal Q&A. See Winter Quarter social event in section III, above.

For (2), given the success of the Library social (see item III above), CCA recommends the same approach in future years, either later in the Fall quarter or again in Winter quarter, rather than taking time in the New Faculty Welcome Day, which already has a packed agenda. The primary goal for the NFWD is a high-level introduction to campus, with details coming later. New faculty would likely retain more from the Library social than from one more brief presentation at the NFWD.

VIII. Senate Reviews (non-routine work)

Systemwide

- Second Systemwide Review of Draft Presidential Policy -- Abusive Conduct in the Workplace October 14, 2022

Divisional

- Proposed Revisions to APM - 210, Review and Appraisal Committees, June 14, 2023
- Leading the Change: UCSC Strategic Planning draft, June 16, 2023

IX. Other Correspondence

- CCA to COLASC Re: Library Inclusion in the New Faculty Orientation/Welcome Day, November 29, 2022
- CCA to Library Re: New Faculty introduction to Library Resources, December 9, 2022
- CCA to CSAs re: UCSC Faculty Mentorship Program, June 16, 2023

X. Overall lessons from 2022-23

- As in the prior year, soliciting questions from participants in advance of each event helped to tailor the agenda, make speakers and panelists aware of the needs of the audience, and encouraged FMP participants to come to the event with their goals more carefully considered. The solicitation also sends a message that CCA exists to support faculty. In addition, brief post-event surveys should be the norm.
- The value of online and in-person events needs constant attention as conditions evolve. Attendance at zoom workshops was as good or better than pre-pandemic in-person workshops.
- The perspectives of teaching professors should be considered for every event and CCA function.
- Engagement always needs attention.
- Drafting sections of the final report soon after each event makes the end-of-year report writing less of a challenge.
- Each CCA event was hosted by a different CCA member, which helped to bring the full breadth of experience and style into CCA functions. In addition, the rotation helped with

committee engagement and sense of co-ownership, and it also enabled the participants to interact with each of the committee members over the year.

XI. Proposed CCA Priorities for 2022-23

- As the diversity of the faculty continues to improve with new hires, there is outsized demand for mentors from groups currently underrepresented on our campus. This places an unfair burden on their time. Options for course release or other compensation should be considered. CCA supports the pursuit of recognition and compensation for mentors from underrepresented groups. Chair Ritz reached out to ASC Patty Gallagher, who agreed to raise the issue with the newly formed Faculty Equity Advocates. CCA recommends pursuing this topic in 2023-24. CCA held one in-person meeting in Fall. As committee members are encouraged to attend the in-person socials sponsored by CCA, the committee recommends meetings remain on zoom for 23-24.
- UC Santa Cruz has been hiring tenured faculty, particularly from minoritized groups, at a higher rate over the past few years, and this seems to be a continuing trend. The current Faculty Mentorship Program is primarily geared towards early-career untenured faculty. Newly hired tenured faculty have expressed interest in developing strategies for including them in the mentorship / onboarding process.
- It might be useful to develop a small handbook for the FMP process for future years.
- If the “First personnel review” workshop will continue to be offered in the spring quarter, mentors should be informed about it early on so that they can encourage their mentees to attend. The mentors should probably consider attending the workshop themselves so that they can better help mentees with their personal statement.
- CCA advocated for a more explicit inclusion of teaching professors in personnel workshops, and we encourage a continued focus on this moving forward.
- CCA should look into ways of introducing mentors to mentees before the mentor-mentee assignment process begins, for example, CCA could invite mentors to a portion of the new faculty orientation so that they can meet their potential mentees. Alternatively, the fall workshop on Research could be shortened and immediately followed by a social event to which both mentors and mentees could be strongly encouraged to attend.
- CCA suggests introducing an explicit option in the FMP process for returning mentees to consider reselecting their mentors after one year, as different mentors could provide additional benefits, both in terms of alternative perspectives and in terms of an expanded social network on campus.
- Connect FMP mentees with Faculty Community Network Program³.
- In response to a query from an incoming department Chair, CCA may wish to discuss development of a Path to Tenure Preparation Checklist, in close consultation with APO.
- A robust feedback survey could be launched in late winter 2024 to assess if activities and functions are useful to FMP participants.

CCA wishes to thank AVPTL Jody Greene, CAP Chair Stefano Profumo, and APO Senior Analyst Ibukun Bloom for contributing to multiple workshops to support new faculty.

³ <https://academicaffairs.ucsc.edu/faculty-community-networking-program/index.html>

Respectfully submitted,

COMMITTEE ON CAREER ADVISING

Owen Arden

Melissa Gwyn (*F, S*)

Kim Helmer

Steven Ritz, *Chair*

August 31, 2023

Appendix I.

CCA: Research Workshop Agenda

Location: Zoom

Date: Tuesday, January 17th, 2023

Time: 9:00 -10:30 am

PURPOSE:

The Committee on Career Advising and the Office of Research invite new faculty and their CCA Faculty Mentor Program (FMP) mentors to attend this informative event to learn more about research resources. Learn, and give feedback, about the grant submission process at UCSC, with a focus on common pitfalls, new research development support, SEED funding initiatives, tools for finding grant opportunities, timelines and tools for submitting and managing funding requests, information about grant management and grant regulations. This will also be an opportunity to discuss interdisciplinary research interests.

FYI: Attendees will receive a Google form to submit questions in advance

	Open Zoom early	MG
2 minutes	Welcome new faculty and mentors. Summarize agenda: presentation from OR. Faculty Panel, Q&A Invite CCA members to introduce themselves. <i>Invite OR to begin their presentation.</i>	CCA Member - Kim Helmer
10+5 minutes	Overview of Research at UCSC + briefly talk about industry alliance + ORUs	John B. MacMillan, Interim Vice Chancellor for Research
5+5 minutes	Research Development	Heather Bell, Director
10+5 minutes	Research Compliance, IRB processes and contacts	Laverne Estanol, Director of Research Compliance Administration and Lisa Coscarelli, Director of Research Integrity and Export Control
5+5 minutes	Office of Sponsored Projects	Deirdre Beach, Director
1 minute	<i>CCA Moderator to transition to Faculty Panel. Invite the panel to introduce themselves and answer pick 2 questions.</i>	CCA Moderator
15+5 minutes	Faculty Panel and Q&A	Faculty Panel:

	<p><i>Panelists will each start with a brief introduction, then pick two of these:</i></p> <ul style="list-style-type: none"> ● The most useful research advice you've received ● The most surprising thing you learned about doing research at UCSC ● The thing you wished you had been told as a new researcher at UCSC ● How to balance research, teaching, service? <p><i>CCA Moderator Invite divisional research staff to introduce themselves and advise they may be able to answer division specific questions for Q&A.</i></p> <p>Questions from google</p>	<ul style="list-style-type: none"> ● (HUM) Greg O'Malley, History Department Professor ● (PB Sci) Christina Ravelo, Ocean Sciences Department, Professor <p>Divisional Research Support:</p> <ul style="list-style-type: none"> ● Art- Holly E. Unruh, Executive Director, Arts Research Institute ● BSOE - Karen Ruhleder, Research Development Specialist for Engineering ● Hum - Irena Polic, Research Development Director for Humanities
5 minutes	Closing <i>thanks all for attending</i>	CCA Moderator

*To be recorded unless attendees object

22-23 CCA Workshop: Path to Tenure
Tuesday, 3/7 from 12:00 - 1:30pm
Conducted virtually via Zoom

Event Description:

Representatives from the Center for Innovations in Teaching and Learning, the Committee on Academic Personnel, and the Academic Personnel Office, as well as faculty will share their insights and advice on the path to tenure and the review process. Submit questions in advance here. Presentations will address questions and issues from the perspective of TP's.

Advance questions from the audience can be found here.

Duration	Presenter	Notes	Target start time
2 minutes	CCA Moderator - Steve	Brief introduction & Welcome Ask if it is ok to record for those unable to attend?	12:00
15+5 minutes	AVPTL Jody Greene of Center for Innovations in Teaching and Learning (CITL)	Overview of the tenure process and who reviews personnel files. Discuss ways in which Senate Faculty can provide evidence of excellence in teaching in their personnel files and share advice for planning a successful path to tenure.	12:02
10+5 minutes	CAP Chair Stefano Profumo	Recommendations on effectively presenting your work in personal statements. <ul style="list-style-type: none">● Expectations for Teaching Professors and Ladder-rank Professors● Research and Service in path to tenure● Audience awareness for submitted materials organization and presentation	12:22
3 minutes	Senior Analyst Ibukun Bloom from the Academic Personnel Office (APO)	The role of the Academic Personnel Office (APO) in the tenure review process for Senate Faculty	12:37

<p>15 minutes (5 minutes each)</p>	<p>Faculty Panel</p> <ul style="list-style-type: none"> ● (HUM) Bryan Donaldson, Professor, French Applied Linguistics, Chair of Languages and Applied Linguistics ● (PBCSci) Ingrid Parker, Professor, Ecology & Evolutionary Biology Department ● (ARTS) Patty Gallagher, Performance, Play and Design 	<p>Panelists will introduce themselves and share their response to the following questions:</p> <ul style="list-style-type: none"> ● <i>What was something you learned in your path to tenure you considered essential to the process that wasn't particularly obvious?</i> ● <i>Is there any advice you would give regarding reaching tenure specific to your division?</i> ● <i>Top two things to consider</i> 	<p>12:40</p>
<p>30 minutes</p>	<p>Open Q&A session for attendees</p>	<p>Moderated by CCA Member. Questions can be directed to any presenter or faculty panelist.</p> <p>Mention post-event evaluation form MG to share link in chat.</p>	<p>1:00</p>

**CCA Workshop:
 Preparing for your first personnel review
 Agenda**

Tuesday May 23rd 9:50 AM -11:20

Zoom

Conducted virtually via Zoom

Workshop Agenda:

	Duration	Presenter	Notes
9:50	2 minutes	CCA Member - Owen Arden	Brief introduction & Welcome <ul style="list-style-type: none"> ● Brief look at the questions asked in advance
9:52	40 minutes	Jody Greene - Special Advisor to the Provost for Educational Equity and Academic Success Slides	<ul style="list-style-type: none"> ○ introduction to the stages of the personnel process and why it takes 9 or more months to get an answer back ○ how to use your personal statement to represent your activities ○ documenting your teaching for the academic personnel process ○ how to present research progress. ○ Timing of work in progress – strategies for when to have it “count”, and the rules about using each work only once. ○ How to interact with your department ○ Documenting research ○ Addressing negative SETS ○ Importance of showing growth over time ○ Including items strategically, before publication or after? ○ How to include DEI issues? ○ The personal statement genre - examples from different disciplines

10:30	45 minutes	<p>Extensive Q&A and Open Conversation</p> <p>(23-24 CAP Co-Chairs Maureen Callanan and Susan Gillman and Senior Analyst Academic Personnel Office Ibukun Bloom)</p>	<ul style="list-style-type: none"> ○ Allow participants to ask detailed, specific questions ○ Senior Analyst Academic Personnel Office Ibukun Bloom and 23-24 CAP co-chairs additional insights. Ask Chairs to comment on CAP preferences regarding folders. Audience awareness - speak to how CAP reviews. Where to include items in DivData ○ Post event survey
11:15	5 minute	CCA Member - Owen Arden	<p>Reminder of Spring Social. Thank presenters and attendees.</p>