

COMMITTEE ON AFFIRMATIVE ACTION AND DIVERSITY Annual Report 2022-23

To: Academic Senate, Santa Cruz Division

The Committee on Affirmative Action and Diversity (CAAD) undertakes studies of policies and practices regarding equity, fair hiring, and diversity; makes recommendations to appropriate campus bodies; and regularly confers with other administrative units and Senate committees about a broad range of issues related to diversity, equity, and inclusion. CAAD also reviews waivers of open recruitment requests for Target of Excellence and partner/spousal requests. This report provides an overview of the issues the committee addressed this academic year and highlights recommendations for next year's CAAD.

COMMITTEE ISSUES AND ACTIVITIES

This year, CAAD focused on how to work with and assess the effectiveness of recently implemented structures for improving diversity, equity, inclusion, and access on campus. These include the appointment of Associate Deans for Diversity, Equity, and Inclusion (DEI) in each division; the second year of a fully implemented Faculty Equity Advocates (FEA) program, with two faculty serving in this role in each division; and the arrivals on campus of three new staff: Vice Chancellor for Equity, Diversity, and Inclusion, Anju Reejhsinghani; DRC director, Karen Nielson; and the Ombuds, De Acker.

In response to concerns raised on various sectors of campus about first-round job candidate screening based on diversity statements, CAAD reviewed the existing Starting Rubric to Assess Contributions to Diversity, and drafted an updated version of this rubric. The CAAD chair met with Vice Provost for Academic Affairs (VPAA) Herbie Lee to review the revisions in spring and submitted for formal feedback on May 31, 2023. The revised rubric will go through further review in the AY 2023-24 by other appropriate units and CAAD should be kept updated on the extent that revisions will be formally adopted by campus administration. CAAD also formally submitted revisions to the existing definitions of Diversity, Equity, and Inclusion on the Academic Personnel Office (APO) website to VPAA Lee on May 31, 2023.

CAAD members participated in the Inclusive and Thriving Campus Community subcommittee of the Strategic Plan initiative. CAAD remains particularly interested in the opportunity to partner with the administration in its stated goal of creating a future faculty that will reflect the diversity of the population of California. Finally, CAAD notes the ongoing access challenges faced by disabled faculty on campus and the lack of a Senate Faculty Equity Advisor this year, though we are pleased to hear Kim Lau will be the incoming Senate Faculty Equity Advocate for AY 2023-24.

In its final Senate meeting on May 19, 2023, CAAD presented a resolution to update its name to CODEI (Committee on Diversity, Equity, and Inclusion). This resolution overwhelmingly passed the Academic Senate.

I. Highlights and Campus Climate Context

Although the disruptions in teaching modalities of 2020-2022 have calmed significantly, weather- and health-related emergencies continued to impact the campus, and CAAD remains concerned with noting any disproportionate impacts of remote and hybrid instruction as well as interrupted research. The strike action undertaken by four units of academic student employees associated with the UAW also impacted regular campus activities while resulting in some relief for graduate students. The committee consulted with other Senate bodies to offer an equity-minded approach to the broader issues that arose this year, including the rollout of a new budget model for graduate programs, and what our committee views as the inappropriate use of the TOE waiver of recruitment.

II. CAAD Consultations with Campus Units

- **Anju Reejhsinghani, Vice Chancellor of Diversity, Equity, and Inclusion (VCDEI)**

The committee met with the newly established VCDEI Reejhsinghani on December 5, 2022 to discuss her position and her vision for the Office for Diversity, Equity, and Inclusion (ODEI). The committee was particularly interested in the Vice Chancellor's vision for the unit as well as for campus. VCDEI Reejhsinghani noted that the [current organizational chart](#) had gaps in how to best serve staff, faculty, and students and she will be looking to further develop ODEI pending resources. She ended the consultation by discussing her role as the co-chair of the Inclusive & Thriving Campus Community Committee, a subcommittee of Leading the Change: The UC Santa Cruz Strategic Plan.

The discussion stayed fairly high-level, and CAAD looks forward to future meetings focused on specific issues the committee is concerned about. As VCDEI Reejhsinghani continues to orient to campus, CAAD will continue to follow up with her regarding her role as Chief Diversity Office (CDO) for faculty and staff and her collaborations with the FEAs and the divisional Associate Deans of DEI.

III. Participation on University Committee on Affirmative Action, Diversity, and Equity (UCAADE)

The CAAD chair participated in four full-day meetings during the academic year with UCAADE, which gathers representatives from the comparable committees (many with different names) at each UC campus, under the direction this year of UCAADE chair Louis DiSipio (UC Irvine). Our local reports from Santa Cruz focused on the implementation of the Faculty Equity Advisors program and on the especially severe impact at UCSC of the statewide housing crisis. These meetings provided important insights into system-wide equity, inclusion, and access challenges that were in turn shared with CAAD. Information was shared about differential campus impacts of the fall UAW strike (including faculty concerns about attestations) and the state-wide crisis of low enrollments in community colleges, which are vital to meeting UC's transfer commitments. Further, staff numbers are down significantly since COVID-19 due to pay and housing issues.

UCAADE consulted with Doug Haynes, Vice Provost for Academic Personnel and Programs, to review the UC's stepped-up investments in programs like the Faculty Diversity Awards and the Advancing Faculty Diversity Initiative. Program effectiveness evaluations are underway. In addition to regular reports from Academic Council Chair Susan Cochran, UCAADE met with Director of the President's Postdoctoral Fellowship Program Mark Lawson and received updated

data about the successes of the program: not only did the vast majority of Fellows move on to tenure-track jobs, but considerably more UCPPD hires have been retained after tenure than is the average for faculty from underrepresented groups. UC Santa Cruz had hired the highest number of President's Postdoctoral Fellows when ranked by campus size, although UC Irvine had hired the highest total number.

Other major issues discussed at UCAADE were the following: (1) updates on the ongoing implementation of proposals for instituting ethnic studies requirements for UC admission from high school and via community college transfer; (2) continuing to monitor for differential research and teaching impacts of Covid among different faculty constituencies; (3) noting that the Advancing Faculty Diversity initiatives were not widely publicized across the UC system, including at UC Santa Cruz; and (4) requesting a change in the committee charge so that it meets more frequently, but for shorter periods of time.

IV. Contributions to Diversity Rubric and Recommending Updates to the APO website

In response to concerns raised on various sectors of campus about first-round job candidate screenings based on diversity statements, the CAAD chair (began with Chair Gruesz and continued with Chair Falcón) took the initiative to review the existing Starting Rubric to Assess Contributions to Diversity, which was initially proposed by a previous year's CAAD. It is currently posted on the APO website for applicants to access, and its use by search committees and departments is optional, according to VPAA Herbie Lee. CAAD solely focused on the content of the Starting Rubric itself to submit for formal review.

Members felt that publicly posting a rubric with numerical scores, while also noting that the rubric is optional, sends mixed messages and does not necessarily advance faculty awareness or buy-in. Many committee members felt that the examples given for scoring statements on a 1-5 scale posed a challenge for readers across disciplines to understand the rubric and apply it fairly. Although the Starting Rubric does offer some valuable concrete illustrations of how candidate contributions to equity and inclusion might be documented, CAAD noted inconsistencies in the way categories are described, illustrated, and scored. Some levels of the 1-2, 3-4, or 5 scale contained illustrations while others did not.

The CAAD Chair first polled representatives from other campuses via the UCAADE mailing list to see whether other campuses use such a rubric widely. Those representatives who responded reported that the UC Berkeley rubric (from which the UCSC rubric was originally designed) appears to be in circulation, but they were all uncertain about how many departments employed or promoted the use of a scoring rubric when assessing diversity statements. Training in fair hiring practices does not necessarily reach all faculty, although UCLA makes a comprehensive booklet available to all faculty about how to recognize and reward contributions to diversity.

Working from best practices for assessment in the teaching context as described by the Center for Innovative Teaching and Learning (CITL), and following CAAD's 2018 memo "Contributions to Diversity Statement Guidelines" and UC's "Evaluating Contributions to Diversity for Faculty Appointment and Promotion Under APM – 210," CAAD drafted this new rubric according to the following principles:

- Assessment language should correspond as closely as possible to [the instructions given to candidates on the Academic Personnel Office \(APO\) page](#). In pedagogical terms: the rubric should closely reflect the prompt.
- Numerical “scoring” of contributions may give a false sense of quantitative certainty. Expectations-based categories (e.g. exceeds/meets/marginally meets/does not meet expectations) are more useful in that they invite pre-search discussion among search committees and departments about what expectations are for a particular discipline at a particular career stage.
- The logic of requiring diversity statements at the application stage is to foster equity-mindedness in *all* faculty over the course of their careers at UC. Thus, the rubric used to assess diversity statements from job candidates should have ongoing usefulness in the merit review and promotion process. In this way, the rubric would move from being a summative assessment (a way of scoring achievement) to a formative assessment (a way of giving feedback to increase knowledge and skills). CAAD suggests that administrative and Senate partners, particularly CAP and CAAD, work on building an assessment rubric for diversity statements that can be used longer-term in the personnel context since equity and justice is everyone’s responsibility.

As mentioned above, the revised rubric has been formally submitted to VPAA Lee for review on May 31st and the work will continue into the next academic year. An unresolved issue is whether the rubric applies to only the DEI statement or to representations of DEI across the file. The committee also raised concerns about international applicants who may not have had opportunities to work in diverse environments and/or who are less familiar with the genre of the diversity statement.

Lastly, VPAA Lee requested CAAD provide brief input on content on the APO website (<https://apo.ucsc.edu/diversity.html>). CAAD submitted their recommendations for updating and improving the existing definitions about DEI to VPAA Lee on June 22, 2023 for review. We expect to hear in the fall if the proposed text is adopted in full or partially and to then determine appropriate updates to the existing CAAD guidelines.

V. Consultations with Associate Deans for Equity, Diversity, and Inclusion and Faculty Equity Advocates

Historically, CAAD has met at least once a year with key members of the administration with purview over equity, inclusion, and access. It also met with the Advancing Faculty Diversity cohort during the planning phase of the FEA program. Now that each Division has appointed an Associate Dean for DEI (with a portfolio including but not limited to faculty-related issues), it is no longer possible for CAAD to have individual consults with each administrator. Instead, CAAD deputized its members to meet individually with their corresponding Associate Deans.

CAAD Committee members met with the following Associate Deans of DEI: Gina Dent in Humanities, Marcella Gomez in the Baskin School of Engineering (BSOE), Karlton Hester in the Arts Division, and Ana Christina Ravelo in the Physical and Biological Sciences Division (PBSci). Judit Moschkovich (Social Sciences) was on leave during our Spring meetings and, thus, her views are not reflected in this report. Most Associate Deans related the beginning of the first year as a period of assessment, visiting with the various departments in their divisions to learn about

concerns and initiating and engaging in programs that support the campus community and improve the DEI climate.

Associate Deans listed their priorities and current activities. BSOE DEI Associate Dean Gomez focused on promoting equity for undergraduate students, faculty, and graduate students, as well as addressing recruitment and retention issues. In addition to the core concerns of DEI work, Associate Dean Dent in Humanities was interested in critiques of DEI and worked on animating programs and departments to think in complex ways about how they construct searches, including advertising and other issues. Associate Dean Dent also noted that while she felt prepared for her position, she would not have been prepared for the role if she did not already have significant experience in DEI.

Associate Dean Ravelo in PBSci has sought to analyze the climate by surveying STEM faculty and by organizing regular summits to bring faculty together to discuss DEI issues. Associate Dean Ravelo also initiated a Work-Study Research Initiative to create more opportunities for undergraduate students to get paid for conducting scientific research while being supported through the cooperation of the STEM-Diversity Center at UCSC. Associate Dean Ravelo also wrote her division's guidelines for fair hiring, which contrasts with the majority of Associate Deans who responded that hiring work isn't structured into their position so far.

Associate DEI Dean Hester partnered with Arts Dean Shimizu to establish significant programs, including securing 3-years of funding for all divisional departments to receive \$10,000 of support to fund DEI initiatives that are identified by faculty and staff within each department. Associate Dean Hester also prioritized the work to help strategize and enact the Dean's vision for a broad new mentoring plan that pays special attention to concerns of mentoring BIPOC and women faculty.

The Associate Deans generally reported strong partnerships with the Deans of their respective divisions, sometimes attending weekly meetings with these Deans, and, overall, also reported positive communications about the larger and ongoing DEI enterprise in the Division. One Associate Dean pointed out that, while the divisional dean did not provide a budget to the Associate Dean, the divisional Dean generally provided funding and resources to initiate and run projects. Another Associate Dean noted that, beyond the support of the divisional Dean, there was significantly less support for this work arriving from the Vice Chancellor for DEI and other campus entities. We recommend improved communication across these various units in the new academic year.

Regarding relationships with divisional FEAs, Associate Dean Hester mentioned his partnership with FEA John Jota Leños, working together at the Chancellor's request to address problems of policing in the UCSC community through an associated art projects. However, most Associate Deans had limited interaction with FEAs and desired more clarity on their roles compared to the Associate Deans. CAAD concurs that more clarity about the various equity positions on campus is necessary. **Therefore, we strongly recommend the administration create an equity flowchart and contact email list so that faculty know where to direct their queries about DEI issues.**

During the meetings, the Associate Deans noted a variety of concerns, including the need for designated staff support to help carry out plans, and the need to train Department Program Managers as equity partners in DEI activities and reporting. One Associate Dean reported that her work was overwhelmingly focused on conflict resolution to the detriment of other plans. Some of these grievance concerns might be met through regular meetings with the Vice Chancellor for Diversity, Equity, and Inclusion, and by building relationships with the Office of the Ombuds. Similarly, Associate Deans should receive guidelines on which grievances they do not need to engage with when they fall outside of their responsibilities.

VI. Subcommittee Work

- ***Inclusive and Thriving Campus Community Committee of the Strategic Planning Committee***

CAAD participated in the Inclusive and Thriving Campus Community (ITCC) Committee, one of five committees that formed the Strategic Planning Committee. ITCC was led by Co-Chairs Celine Parreñas Shimizu, Dean of Arts and Distinguished Professor of Film and Digital Media, and Anju Reejhsinghani, Vice Chancellor for Diversity, Equity, and Inclusion and Chief Diversity Officer. The ITCC committee was charged with investigating DEI principles and related issues across the campus community. The committee performed investigations, developed findings, and made recommendations based on stakeholder conversations, internal deliberations, survey data, and documentation.

The committee broke into four working groups. CAAD participated in working group C, which was assigned two specific charges:

- Inventory the emerging campus ecosystem of units and leaders for equity, belonging, and inclusion, including the Office for Diversity, Equity and Inclusion; Equity and Equal Protection Office; Academic Personnel Office; Hate/Bias Response Team; and the newly established Ombuds Office, and propose recommendations to address real and perceived institutional, programmatic, and other equity-related gaps as well as cultures of exclusion.
- Take stock of the DEI committees, positions, leaders, and other initiatives (including grant-funded) that have developed outside of central campus offices. Evaluate effectiveness and make recommendations about how to leverage, amplify, and support this work.

The ITCC committee performed investigations, developed findings, and made recommendations based on stakeholder conversations, internal deliberations, survey data, and documentation. In addition to planning meetings and full committee stakeholder sessions with the Associate Deans of DEI, Faculty Equity Advocates, Special Advisor to the Chancellor on Indigenous Relations, and the Vice Chancellor and Assistant Vice Chancellor of Diversity, Equity, and Inclusion, Group C also held stakeholder meetings. On March 8, members of the group met with several Resource Center Directors. These Resource Centers serve undergraduate and graduate students and are housed under the Division of Student Affairs and Success. On April 12, Group C met with Dr. Rebecca Ropers, the Vice Provost for Faculty and Academic Affairs at the University of Minnesota.

Dr. Ropers is serving as a 2023 Academic Excellence Program (ACE) Fellow in the UC Santa Cruz Office of Campus Provost & Executive Vice Chancellor. Dr. Ropers shared her perspective on the best DEI practices, including integrating DEI as a priority for student success, tailoring the structure for supporting DEI based on the institution's context and the players involved, and rewarding DEI work and making it a part of regular conversations to encourage and promote it. On April 19, Group C met with graduate student stakeholders. Students expressed the need to have regular gatherings to allow students to come together and promote the culture of inclusion.

Group C held planning meetings to assist VCDEI Reejhsinghani in revising the CAAD document inventorying DEI-centered programs, centers, units, scholarships, and other resources on campus created at least three years ago. VC Reejhsinghani also used the revised CAAD document to respond to a survey coordinated by UCOP.

- ***MLK Convocation***

CAAD participated in the organizing committee for the 39th Annual MLK Convocation on February 21, 2023, led by DEI Vice Chancellor Reejhsinghani. The committee chose to highlight three main themes in its speaker selection: Black excellence, Black joy, and Black contributions to STEM, extending a speaker invitation to Dr. Talithia Williams, an Associate Professor of Mathematics at Harvey Mudd College. Dr. Williams is also an expert in big data, host of the PBS docuseries *NOVA Wonders*, and author of *Power in Numbers: The Rebel Women of Mathematics*, about female trailblazers in STEM fields. In her lecture, Dr. Williams outlined her own life path and expounded on her aim to help more women and people of color to pursue careers in science, technology, engineering, and mathematics. She recalled microaggressions and barriers on the way to an early career at the NASA Jet Propulsion Lab in Pasadena and the National Security Agency. In her talk, Williams also drew an example from the work of Kizzmekia Corbett, an African American immunologist known for her contributions to the COVID-19 vaccine. Williams closed her address by further encouraging those with a passion for STEM to proceed with perseverance on their own paths. David H. Anthony III, a professor emeritus of African History at UC Santa Cruz, was the master of ceremonies, and Xavier Livermon, UC Santa Cruz Associate Professor in Critical Race and Ethnic Studies, moderated discussion after the talk. Earlier in the day, Dr. Williams met UCSC students over Zoom.

- ***Office of the Ombuds***

CAAD Chair Gruesz was part of the Senate Executive Committee (SEC subcommittee that interviewed finalists for the newly re-established Office of the Ombuds, a search that resulted in the successful hire of De Acker. CAAD looks forward to future engagement with Ombuds Acker.

VII. Correspondence

This academic year, CAAD issued correspondence on 16 requests. Below is a summary recap of that correspondence.

Systemwide

- Systemwide 2nd Review Presidential Policy Abusive Conduct (October 2022)

- Systemwide Proposed Senate Regulation 479 (CAL-GETC) (November 2022)
- Systemwide Proposed Amendment SR 630 (November 2022)
- Systemwide Senate Review of Proposed Conforming Amendments to Senate Regulations on Admission (February 2023)
- Systemwide Proposed Presidential Policy - Anti Discrimination (April 2023)

Divisional

- CP/EVC's Contributions to Diversity Statement Requirements (November 2022)
- Transfer of CHES from FOA to DSAS (November 2022)
- Senate Consultation on Web Improvement Program and Universal Prompt (January 2023)
- Development of a Faculty Salary Equity Review Policy Letter (January 2023)
- Revisions for Hiring of Presidential and Similar Postdocs Letter (February 2023)
- WASC Theme Proposal Draft (March 2023)
- FEA's and VPAA Recommendation for Inclusive Faculty Hiring (April 2023)
- Proposed Equity Based Modifications for Faculty Review Process (May 2023)
- Space Management Policy (May 2023)
- Formal Review of Proposed Revisions to CAPM 412.000—Career Equity Review (May 2023)
- CAAD to VCDEI VCDEI Reejhsinghani re Requesting Campus Equity Map (June 2023)

In addition, CAAD reviewed six waivers of open recruitment proposals (Target of Excellence and Spousal/Domestic Partner proposals), including one that arrived in summer 2023.¹

We note with some concern the administration's decisions to approve waivers of recruitment that did not align with CAAD's careful assessments this academic year. CAAD received a total of six waiver requests during AY 2022-23 and endorsed one of them. Our assessments follow the criteria stated in the CAPM 100.000. We understand our role is that of advisory, but wish to note our concerns in this annual report about this discrepancy of approving waivers, especially since CAAD had explicit concerns about the waivers being mis-used.

VIII. Proposal to Update the CAAD Name to CODEI

As a follow up to last year's discussion, the committee considered whether or not to propose to change the name from CAAD to the Committee on Diversity, Equity, and Inclusion (CODEI). This new committee name would better align with the principles on our campus and those systemwide. UC Santa Cruz and UC Davis are the only committees with "Affirmative Action" in the title and others have adopted the terms of "equity" and "inclusion" in their names, which are terms that this current CAAD agrees better reflect the committee's ongoing work.

Recalling that the Chair and Analyst undertook a census last academic year of what comparable UC campuses call their committees, the composition of those committees, and the frequency of their meetings, they found that UC Santa Cruz's CAAD meets more frequently than those at other campuses, and does not currently include a non-Senate faculty representative as two other campus bodies do.

¹ 2020-21 (6), 2019-20 (5), 2018-19 (3) proposals were reviewed by CAAD.

Noting that the comparable committees at other UC campuses have shifted toward the language of equity and inclusion (e.g. “Committee on Diversity, Equity, and Inclusion”), this year’s committee opted to formally submit a request to the Senate to change its name to CODEI. CAAD submitted a letter to the Committee on Committees (COC) on April 25, 2023. COC supported the request. CAAD then submitted a second letter to the Committee on Rules, Jurisdiction, and Elections (CRJE) on May 4, 2023. CRJE also supported the request and pointed out that CAAD should also update some existing language in its charge. The proposal went before the Senate on May 24, 2024. Following the Senate meeting, an electronic ballot circulated to Senate members and the Senate overwhelmingly voted in favor of the proposed name change. Effective July 1, 2023, CAAD will be known as CODEI and its charge will be updated in the next academic year.

IX. Considerations for 2023-24 CAAD

- Update the [CAAD charge](#) to align with its new name of CODEI and work with the analyst and Senate to get the language approved.
- Noting that CAAD had representation in the past on the DEI office’s committee for considering funding requests and that CAAD has not been involved for the past two years as the VCDEI office completes its restructuring, the chair should monitor that CAAD has representation on appropriate committees.
- Consider working with CAP to develop a rubric for department use to assess Contributions to Diversity sections in faculty personnel cases, drawing from proposed changes by CAAD to the Starting Rubric.
- Review and update as deemed appropriate the existing CAAD guidelines for applicants that appears on the APO website (<https://senate.ucsc.edu/committees/codei-committee-on-diversity-equity-and-inclusion/DivStateGuidelines.pdf>).
- Meet with Judit Moschkovich, Associate Dean of Equity for the Social Sciences Division, since she was on sabbatical in the Spring, asking the same questions CAAD members asked of Associate Deans of DEI in spring 2023.
- Invite the chair of the Faculty Equity Advisors (FEAs) to a CAAD meeting to determine ways to collaborate. Learn about what they are doing and about the effectiveness of the program. Review the training materials for FEAs (sent by VPAA Lee in spring 2023) and obtain a better understanding of the two-year rotation and recruitment for FEAs.
- Follow-up with the VCDEI office on CAAD’s request on June 29, 2023 to produce an equity flowchart and/or organizational chart in collaboration with other entities as the current infrastructure is disjointed. These new documents should also include a contact list of faculty and staff and be widely circulated through a campus-wide communication.
- Continue to monitor the campus strategic plan as it moves towards implementation.
- Assess the needs of disabled faculty and their access to equitable accommodations to determine an appropriate plan of action in collaboration with appropriate campus units.

CAAD wishes to especially thank the undergraduate and graduate student representatives who consulted with and informed their respective member-representatives, as well as our incomparable Committee Analyst Rebecca Hurdis.

Respectfully submitted,

COMMITTEE ON AFFIRMATIVE ACTION AND DIVERSITY

Juhee Lee

Yat Li

Adriana Manago

Matthew Schumaker

Amy Vidali

Kirsten Silva Gruesz, *Chair (F, W)*

Sylvanna Falcón, *Chair (S)*

Nathan McGregor, GSA Representative (*W, S*)

Akira Swan SUA Representative (*F, W*)

Ciara Davis, SUA Representative (*F, W*)

August 31, 2023