

COMMITTEE ON AFFIRMATIVE ACTION AND DIVERSITY 2012-13 Annual Report

To: Academic Senate, Santa Cruz Division

The Committee on Affirmative Action and Diversity (CAAD) is pleased to report on a productive year. The primary focus of the committee's work in 2012-13 was to improve UCSC's campus climate by enhancing diversity efforts. In carrying out this mission, CAAD: (1) opined and/or issued public statements regarding diversity concerns; (2) identified and attempted to address areas of concern for faculty in relation to diversity and campus climate issues; and (3) participated in general local and systemwide senate business. A brief overview is provided below.

Opinions and Public Statements

Policy Changes to UC Post-Employment Benefits

CAAD extensively reviewed changes to the UC post-employment health care benefits scheduled to take effect on July 1, 2013. The committee recognized that the changes were vetted at many levels of the university, are not open for negotiation, and that the university is not legally obligated to provide employee benefits. Nevertheless, given CAAD's charge and committee members' general commitment to diversity and equality at all levels of the campus and university, the committee publicly stated its opposition to the policy changes. Of particular concern to CAAD was the 'grandfathering' provision in relation to everyday understandings of fairness. It struck the committee as blatantly unfair that two faculty members hired at the same time with the same number of service credit years may be treated differently based on their initial age at hiring. While age discrimination may legally only apply to "older" people as a protected category, exploiting this legal loophole and discriminating against younger faculty and staff goes against a common sense understanding of fairness and justice. In addition, the committee expressed grave concern over the fact that the brunt of the policy changes will be borne largely by staff (more than half of staff and roughly 21.5% of UCSC ladder faculty will not be grandfathered). As such, this policy change is yet another way the growing two-tiered system of faculty and staff is being exacerbated. The committee believes that retaining excellent staff members is as important as retaining excellent faculty and is also an important aspect of the overall campus climate.

UC Response to the Faculty Salary Equity Study

The 2011 salary equity study performed by Professor Emerita Pauline Yahr (UCI) found that within the University of California gender does affect pay. CAAD expressed concern about this finding, and supported systemwide and local efforts to remedy the gender-related pay inequities outlined in the report. The UC Office of the President responded to the report in September 2012 by tasking each campus with performing at least one local faculty salary equity study by January 2015. UCSC plans to build on the 2011-12 efforts from the Committee on Faculty Welfare in looking in detail at advancement through the ranks, including salary growth relative to years of service/time since degree, both individually and aggregated by department. Adding gender and ethnicity data to this method will provide analysis of our campus for equity with respect to gender, ethnicity, and department.

Use of the Target of Excellence Program

The Target of Excellence (TOE) program permits the university to quickly respond to opportunities of great benefit that might otherwise be precluded if standard operating procedures are followed. The program is available to all departments and programs, contingent upon support from the divisional dean, and proposals are reviewed by the Committee on Planning and Budget (CPB) and CAAD; approval of TOE proposals rests with the Campus Provost. In recent years, due to ongoing budgetary uncertainties, there have been very few proposals. In 2012-13, however, there was a notable increase in proposals, prompting CAAD to review the program. CAAD recognizes the utility and success of the TOE program but raised concerns that an increase in its use may pose a threat for fair hiring practices by waiving the requirement for an open recruitment. Along these lines, the committee cautioned that the TOE program be used only to pursue targets of excellence that will make a lasting impact to the university, and not faculty that might otherwise be pursued through open recruitments or the spousal hire program. The Chairs of CAAD, CAP, and CPB also began discussions with Pamela Peterson, Assistant Vice Chancellor of Academic Personnel, in an effort to better define TOE and spousal hire criteria and to ensure that the process provides opportunity for substantial assessment by all relevant senate committees; we anticipate this conversation continuing into the 2013-14 academic year.

Financial Aid Funding Policy Proposals

In February CAAD reviewed a set of three proposals for revising the method by which the UC funds and allocates student financial aid. The proposals were sent out with an expedited review date which resulted in limited opportunity for review, despite having the potential for far reaching impact. CAAD appreciated the principles that each of the three proposals provided: expanded commitment to students from middle-income families; a more comprehensive assessment of parental wealth designed to capture resources not recognized under the federal need analysis methodology currently used; and, the application of a UC Office of the President corporate fundraising effort to support the UC's commitment to financial aid. CAAD was nevertheless hesitant to endorse any of the proposed options without additional analysis and information. Among the committee's many concerns about how the options might have a negative impact on diversity and diversity retention within the UC student body, the following were stated: it was unclear if the proposals took into consideration well documented pay discrepancies due to race and gender as well as discrepancies among fields of study which are also affected by race and gender; the committee expressed skepticism over how the report defines "middle-income families" as having incomes from \$80,000 to \$120,000, and "high-income" as anything above this, and pointed out that recent UC Census data portrays high-income earners as making more than \$180,000; most notably, CAAD argued that the discussion about all three options must happen in the context of student retention rates to ensure that low-income and first generation students—the most vulnerable students—will not have the most substantial debt and no degree if they are unable to graduate.

Proposals for Addressing Areas of Concern

Support for Faculty Engaged in Diversity Service

In 2011-12 CAAD developed a proposal for a Diversity Service Fellowship that would encourage and recognize diversity efforts across campus while also protecting those whose

service loads are particularly heavy. The fellowship would do this by rewarding faculty for their previous and ongoing commitment to diversity efforts with a one-year release from service. The committee was moved to develop further and continue to work on the proposal in 2012-13 due to a sense that faculty of color and women faculty are often asked and agree to perform a disproportionate amount of service, particularly (but not solely) around issues pertaining to diversity and campus climate. These faculty members are singled out and many of them engage in a significant amount of service work that slows their rate of promotion. CAAD consulted with the Executive Vice Chancellor & Campus Provost and the Vice Provost for Academic Affairs about the proposal and more generally about how to better support (or protect) these faculty.

At the forefront of the discussion was UC Academic Personnel Manual section 210 governing faculty appointment and advancement, which was revised in 2005 to explicitly permit faculty contributions to diversity to receive recognition and reward in the personnel process. UCSC is noteworthy among the UC campuses for having established a practice of integrating contributions to diversity into the review process as part of the three components: research, teaching, and service. At some campuses, APM 210 has been viewed as a fourth category of review causing some to raise concern that faculty whose research and teaching happen to be connected to diversity issues are being unfairly rewarded. There was consensus among the committee that APM 210 is an established policy that permits campus to address the issue of faculty taking on undue diversity service burdens, but that there needs to be more done at the departmental and divisional levels to better inform faculty on how to integrate their service work into their personnel file. One attempt to do this is the Committee on Academic Personnel's document detailing best practices for faculty, deans, and chairs, which includes information on documenting and evaluating contributions to diversity via APM 210. CAAD supports this attempt but believes that more needs to be done to heighten awareness about APM 210 specifically and to better institutionalize support for faculty heavily engaged in diversity service generally.

Faculty Mentoring

Faculty mentoring is often a critical component in a faculty member's success in adjusting to and excelling in a university setting. UCSC does not currently have a campus-wide mentoring program, although many departments have programs with varying levels of engagement. CAAD believes that doing more to enhance faculty mentoring would go a long way to increase faculty job satisfaction and retention at all levels of employment. This notion was reinforced by a recent study at UC Riverside, which found that faculty job satisfaction is highest at the late and early stages of employment, with dramatic decreases at the middle stages, precisely when the university relies more heavily on faculty at the associate level for service. CAAD consulted with VPAA Lee on this issue and discussed ways that a program could be implemented. One idea that gained traction was to create divisional pools of full professors that are willing to be mentors, as well as emeritus faculty—many of whom are anxious to remain engaged with UCSC—that faculty at any stage could contact for mentoring. CAAD plans to continue working on this issue with the VPAA in 2013-14.

Ongoing Local and Systemwide Senate Business

CAAD Representation

CAAD Chair Lau served as the campus representative on the systemwide University Committee on Affirmative Action and Diversity (UCAAD), which met four times over the course of the year. Chair Lau also represented CAAD on the Senate Executive Committee (SEC), which met twice a month. Further, Chair Lau represented CAAD on the Chancellor's Advisory Council on Campus Climate, Culture, and Inclusion, the 2013 Chancellor's Achievement Awards for Diversity selection committee, and the Martin Luther King, Jr. Convocation organizing committee. Chair Lau and member Lewis Watts attended a UC ADVANCE PAID conference at UC Irvine on diversifying faculty in STEM fields. Member Ingrid Parker represented CAAD at a UC ADVANCE PAID roundtable meeting at UC Riverside titled "Cross-Campus Mentoring for Underrepresented Minority Faculty in Science, Technology, Engineering and Mathematics."

Correspondence and Consultation

In addition to consulting with administrators, CAAD discussed and responded to several campus and systemwide issues including the following:

LOCAL

- FTE Transfer (October 2012);
- Office of Research Self-Study External Review (January 2013);
- Campuswide License for Plagiarism Detecting Software (February 2013);
- Request for a Partner Hire Waiver of Open Recruitment (July 2013);
- Six Target of Excellence Proposals (various dates);

SYSTEMWIDE

- Systemwide Review of Proposed Revised APM - 700, Leaves of Absence/General, Presumptive Resignation (October 2012);
- Systemwide Review of the Rebenching Report (October 2012);
- Systemwide Negotiated Salary Proposed Pilot Plan (November 2012);
- Systemwide Review of the Open Access Policy Proposal (November 2012);
- Systemwide Review of Financial Aid Funding Policy Proposals (March 2013);

CONSULTATIONS

- CP/EVC Alison Galloway and VPAA Herbert Lee on the topic of Recognizing Exceptional Faculty Commitments to Diversity (December 3, 2012);
- AVC Alma Sifuentes on the topic of the Campus Climate (February 25, 2013);
- AC Ashish Sahni and VPAA Herbert Lee for an annual update from the Office for Diversity, Equity, and Inclusion (April 15, 2013);
- VPAA Herbert Lee on the topic of Faculty Mentoring at UCSC (May 13, 2013).

Request to Reinstate Diversity Fund Program

Funding for the Diversity Program offering academic units and programs up to \$2,000 for proposals for projects that advance campus diversity goals has been suspended since 2009-10. CAAD believes that this program offered crucial support for advancing diversity-related projects on campus and hopes to see funding reinstated for it.

Continuing Issues for CAAD in 2013-14

CAAD identified several items for continued consideration in 2013-14. These include the following:

- Increasing Support for Faculty Engaged in Diversity Service;
- Researching and proposing best practices for a Faculty Mentoring Program;
- Monitoring the status of the Faculty Salary Equity Study.

Respectfully submitted;

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